



# REDESIGN OF THE INSTITUTIONAL ARMY

## Phase II Final Report

### *Volume III* *Appendices*

*H - W*

*March 1999*

**F O R C E**

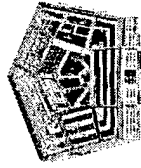
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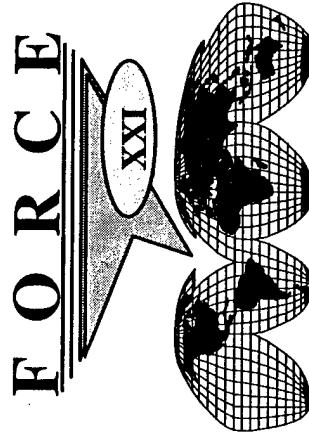
# Redesign of the Institutional Army

## Information Briefing

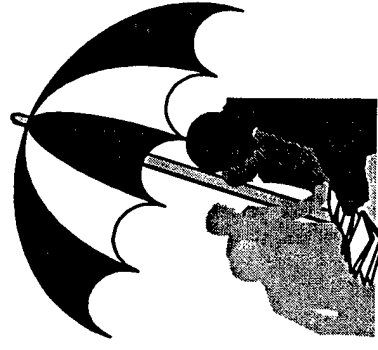
### VCSA

### Health Care Process

### Umbrella Assessment



13 November 1996





# Purpose

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- Present the Umbrella Assessment of the Army's Health Care Process
- Proponent FAA to be conducted on 19 November 1996



# Guidance

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## Review:

- MEDCOM as a MACOM?
- Reestablish TSG as principal position
- School to TRADOC
- Doctrine and Combat Development to TRADOC
- Materiel Development to AMC
- TDA to TOE



# Approach

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- Define the process product, customer and proponent
- Assess the current process in terms of the Army's Institutional 12 Core Processes
- Reengineer the processes as appropriate and deduce an organization redesigned to provide better or more cost effective Health Care



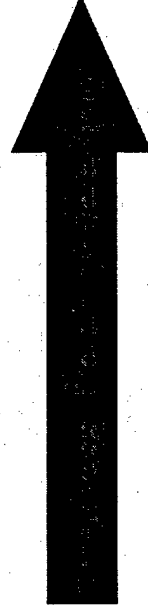
# Institutional Army Axis Hypothesis

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## Fundamental “Reengineering” Hypothesis

If we understand the Institutional Army’s **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Process + Technology



Organization = Product

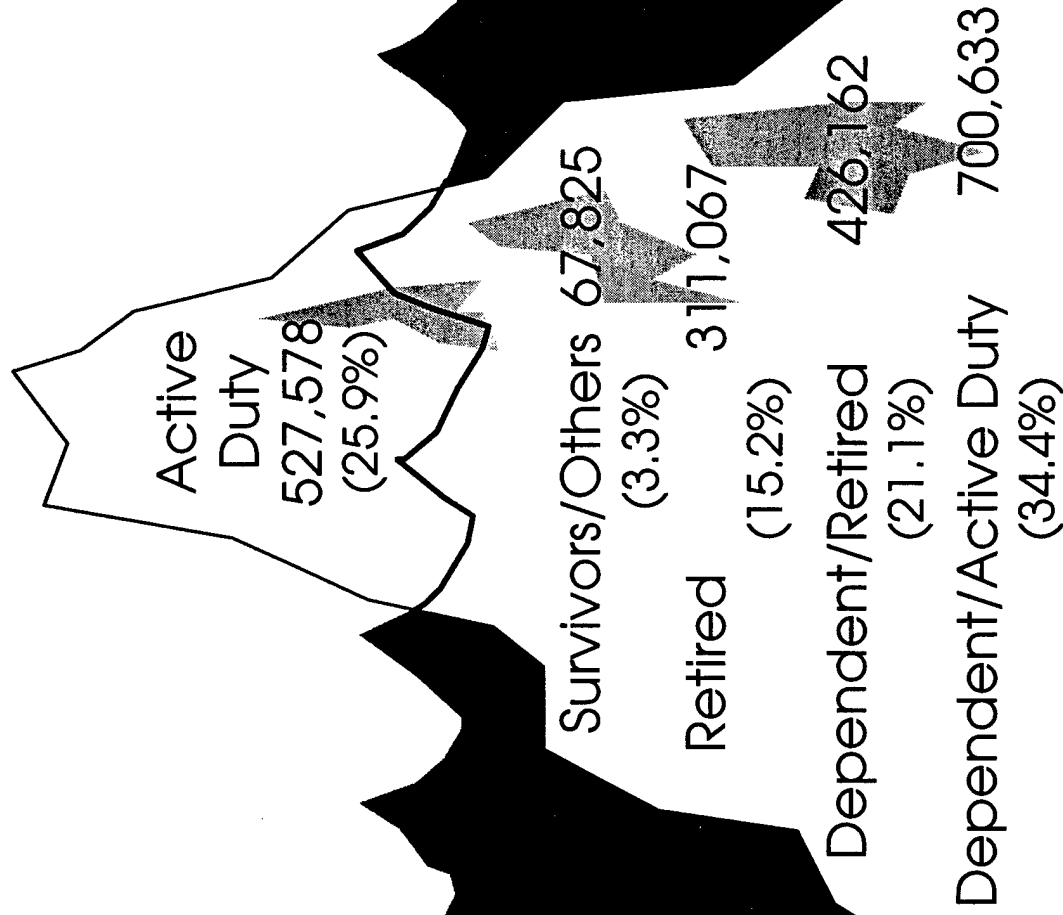


# Product

- Process: provide a peace and wartime customer-focused seamless Health Service System
- Activities:
  - Maintain health of soldiers and family members
  - Ensure medical readiness of deploying forces
  - Integrate TOE/TDA AC/RC medical unit readiness
  - Provide dental care and veterinary services
  - Promote health and prevent disease
  - Conduct medical research, development acquisition and logistics activities
  - Provide medical training and education, leader development, doctrine and combat development
- Product: quality health care



# Customers

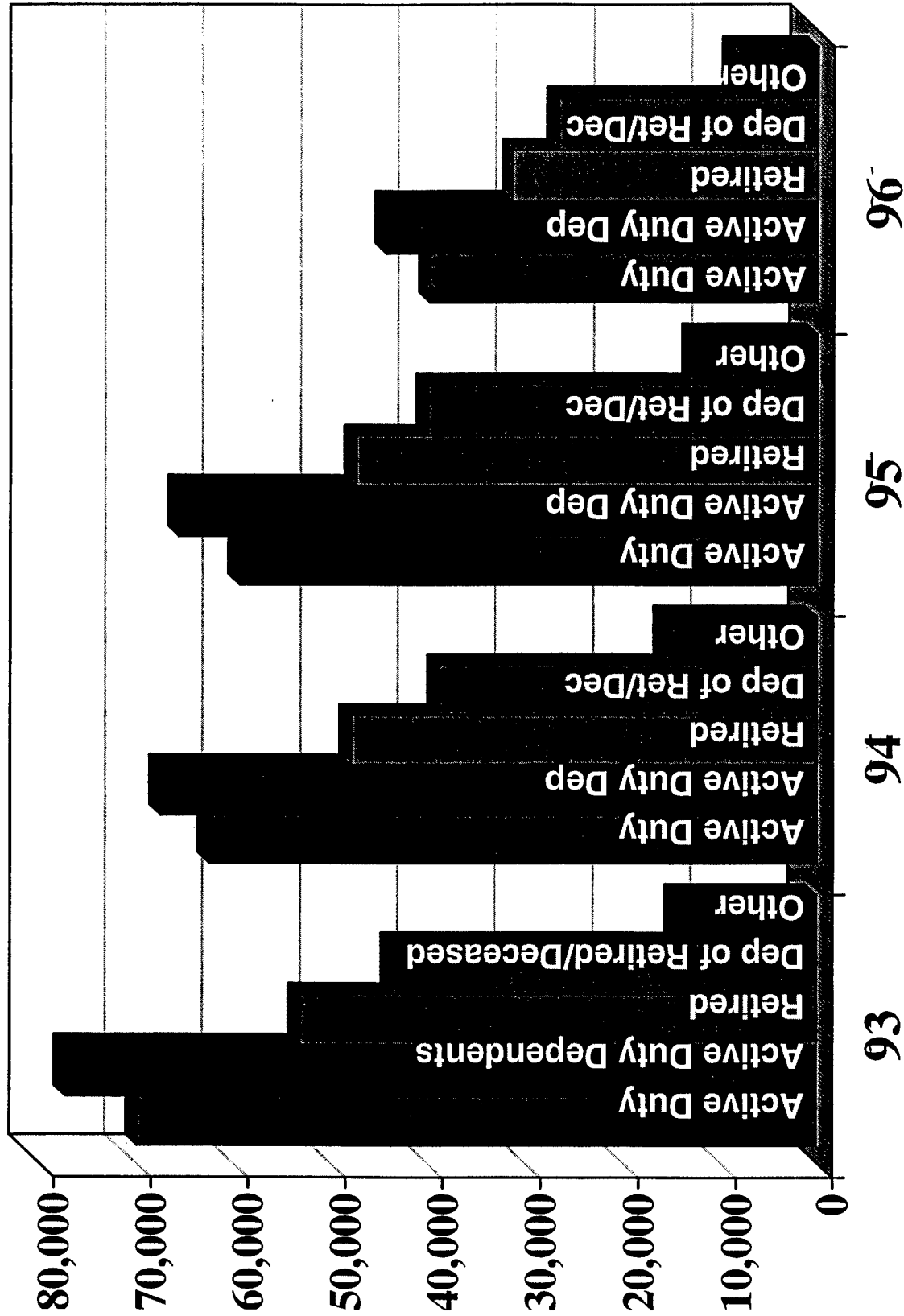


Total FY97 beneficiary population: 2,033,265  
(RAPS eligible population projection report)



# Inpatient Workload in RWPs

(Relative Weighted Products)





# Process Proponent: MEDCOM

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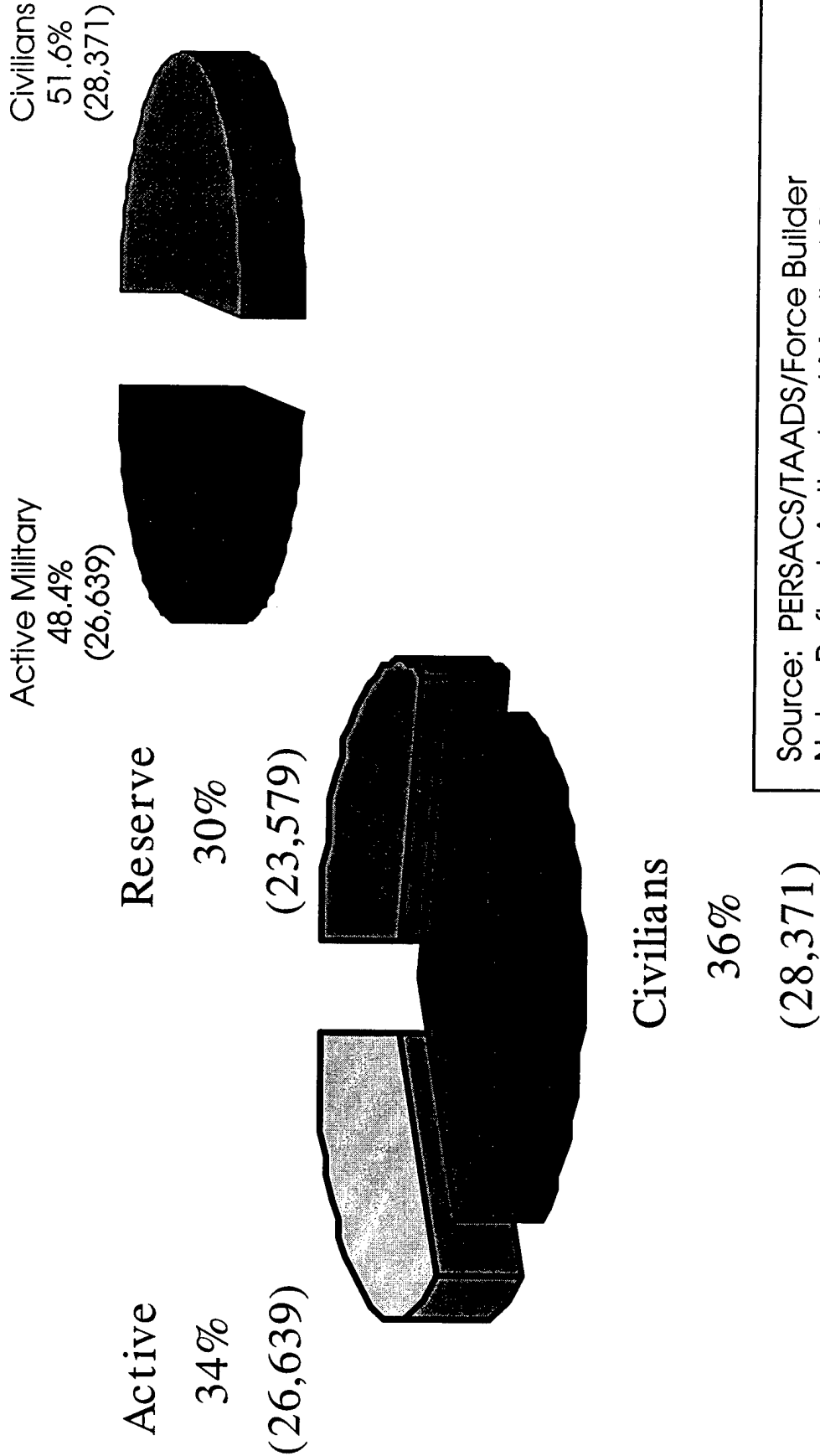
## Profile:

- Evolving to a “specialized” command (100-xx)
- Fenced resources provided by OSD(HA)—Defense Health Program (DHP)
- Performs to some degree all of the Army’s 12 Institutional Core Process
- Comprised of a variety of TDA units
- MEDCOM’s role in these core processes has been or is being reviewed during the other Institutional Axis proponent FAAs (e.g., TRADOC—Develop Doctrine)



# Medical TDA Force Composition

## FY97



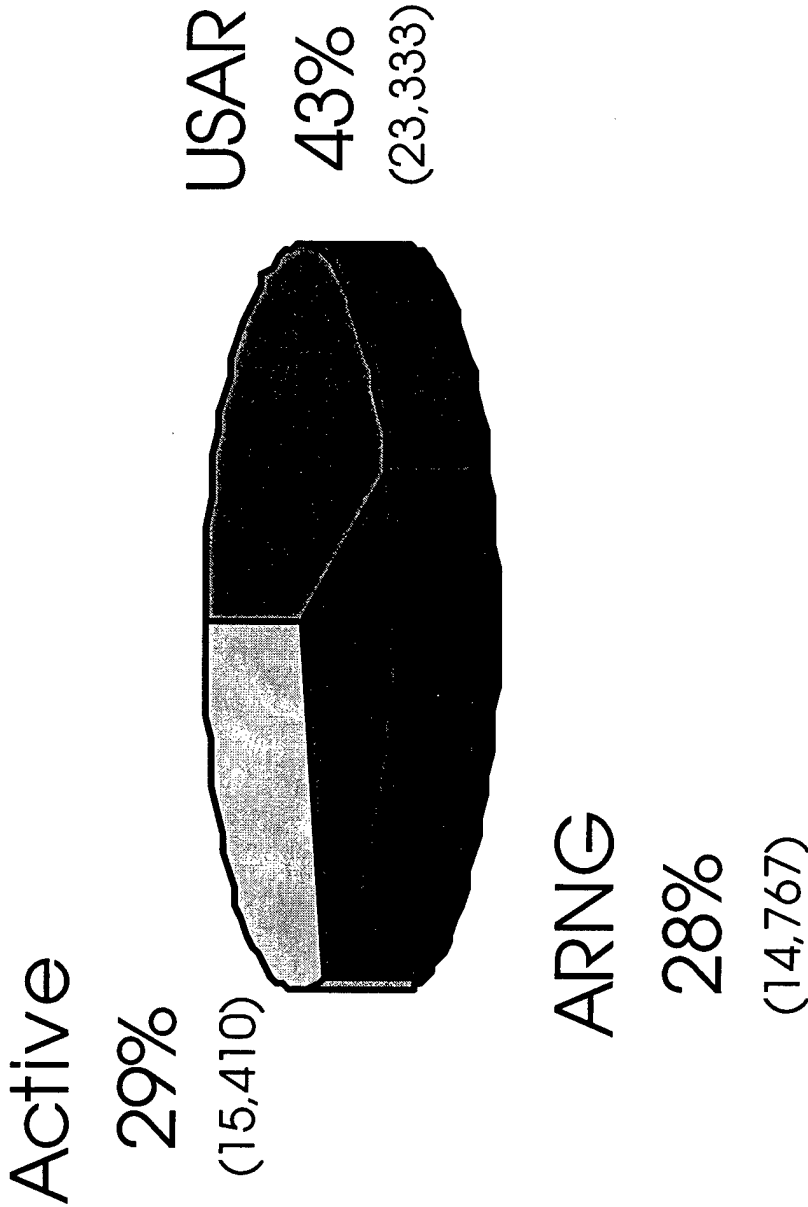
Source: PERSACS/TAADS/Force Builder  
Note: Reflects Authorized Medical Structure, not BES



# Medical (SRC08) TOE Force Composition

## *FY97 Authorizations*

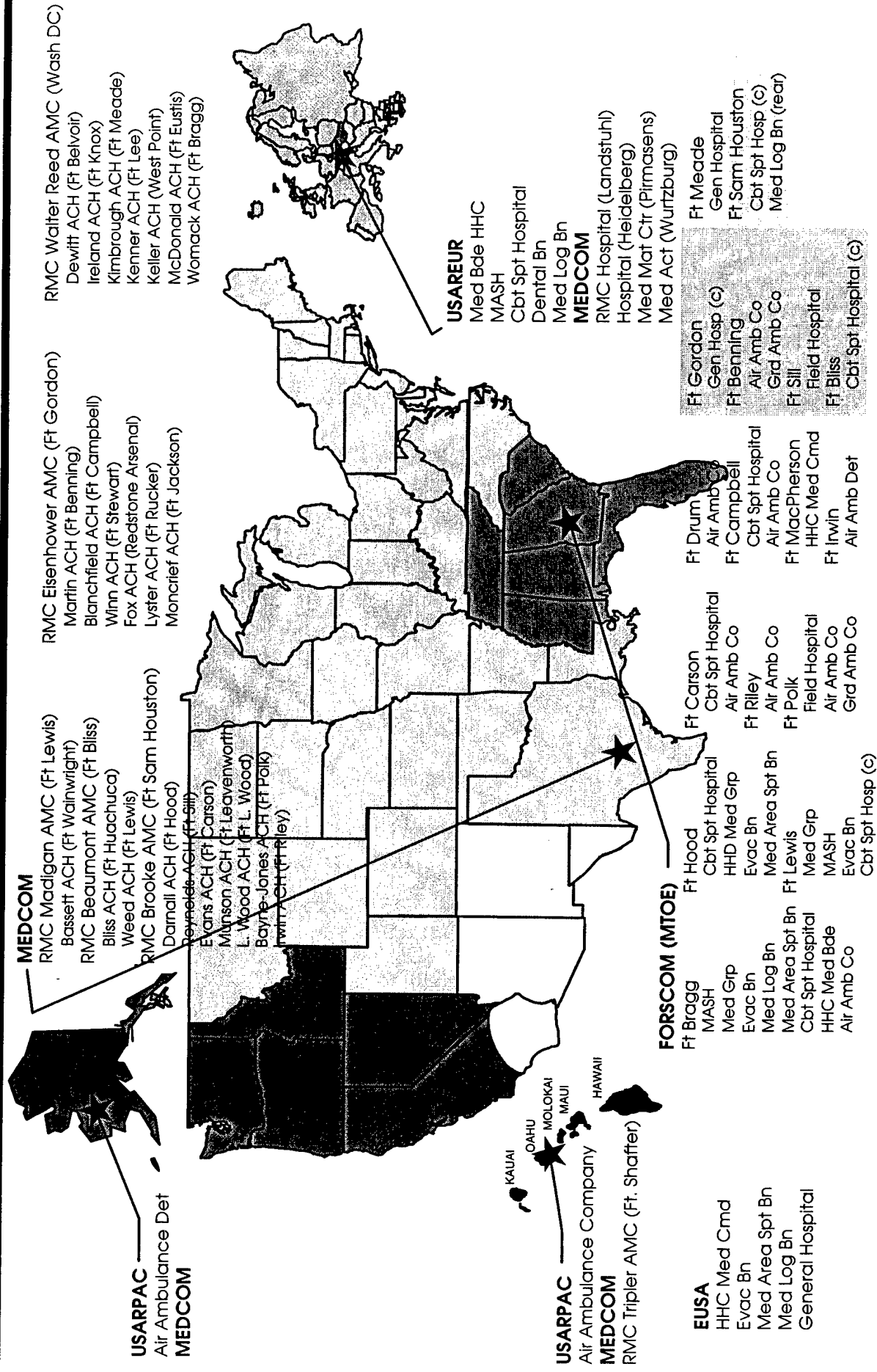
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Source: PERSACS/TAADS/Force Builder  
Note: Reflects Authorized Medical Structure, not BES



# Current Army TOE/TDA Health Care Structure (Active)





# Process Evaluation



# Institutional Force Core Processes

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Plan, Provide Direction; Obtain & Allocate Resources

Develop Requirements

Develop Doctrine

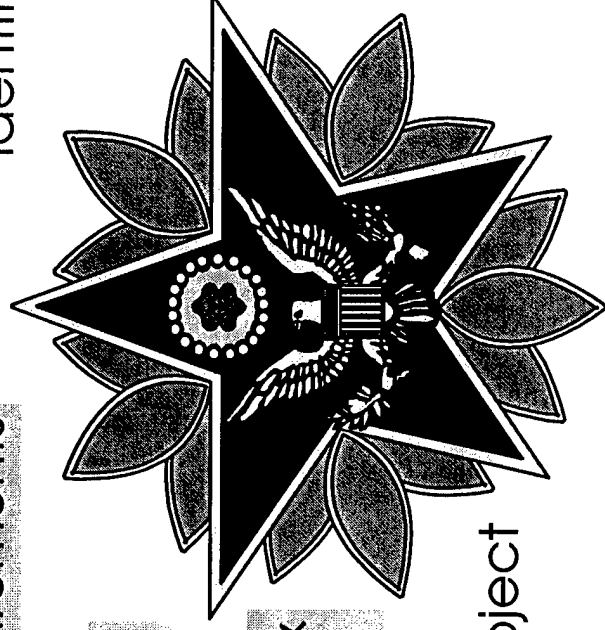
Acquire, Maintain &  
Sustain Equipment

Tailor, Mobilize & Project  
Land Power

Acquire and Sustain Facilities

Selected Processes

Identify & Develop Leaders



Acquire, Train &  
Sustain People

Support  
Organizational Training

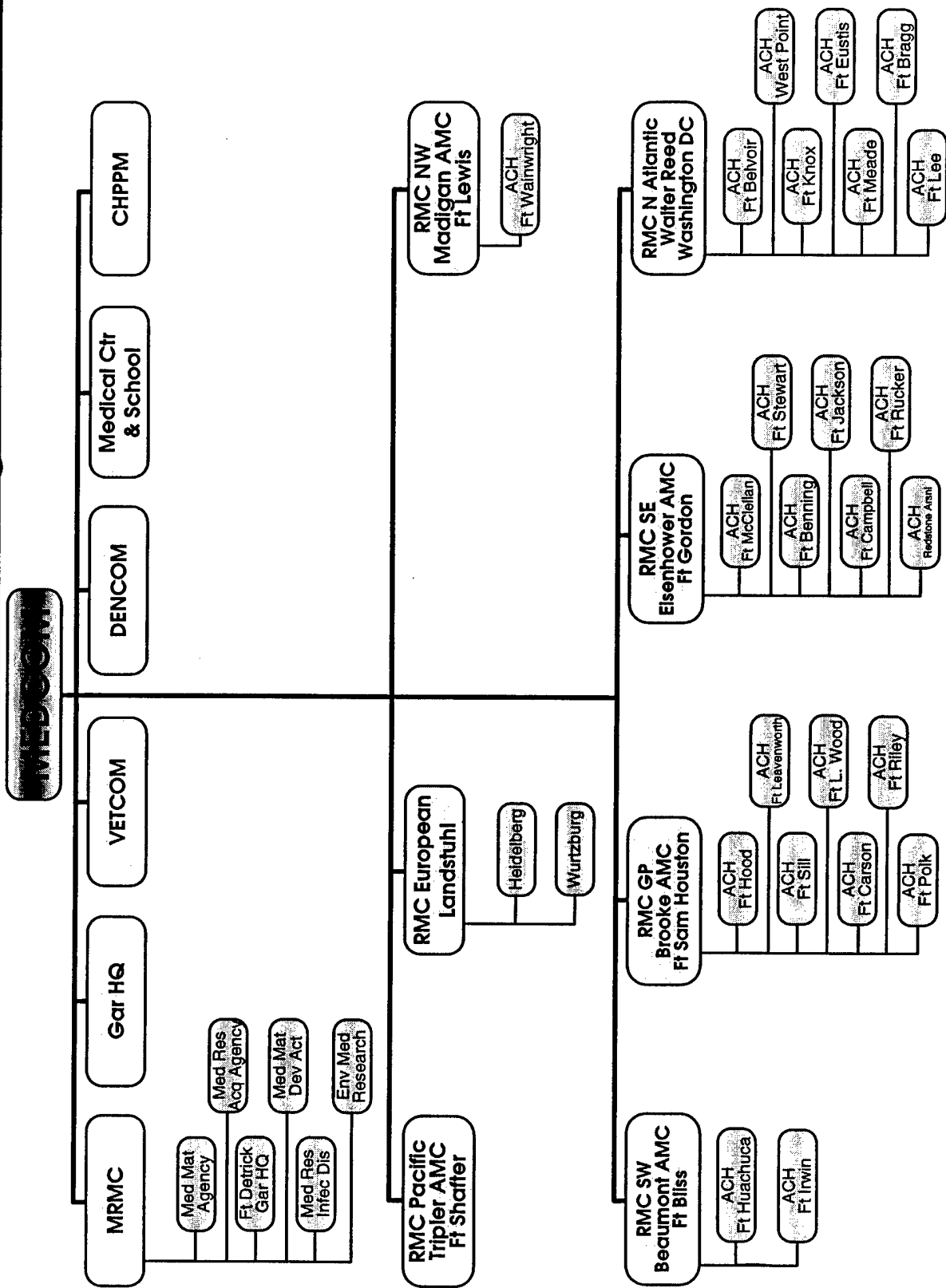
Manage Information

Manage Installations

Maintain & Sustain Land Operations

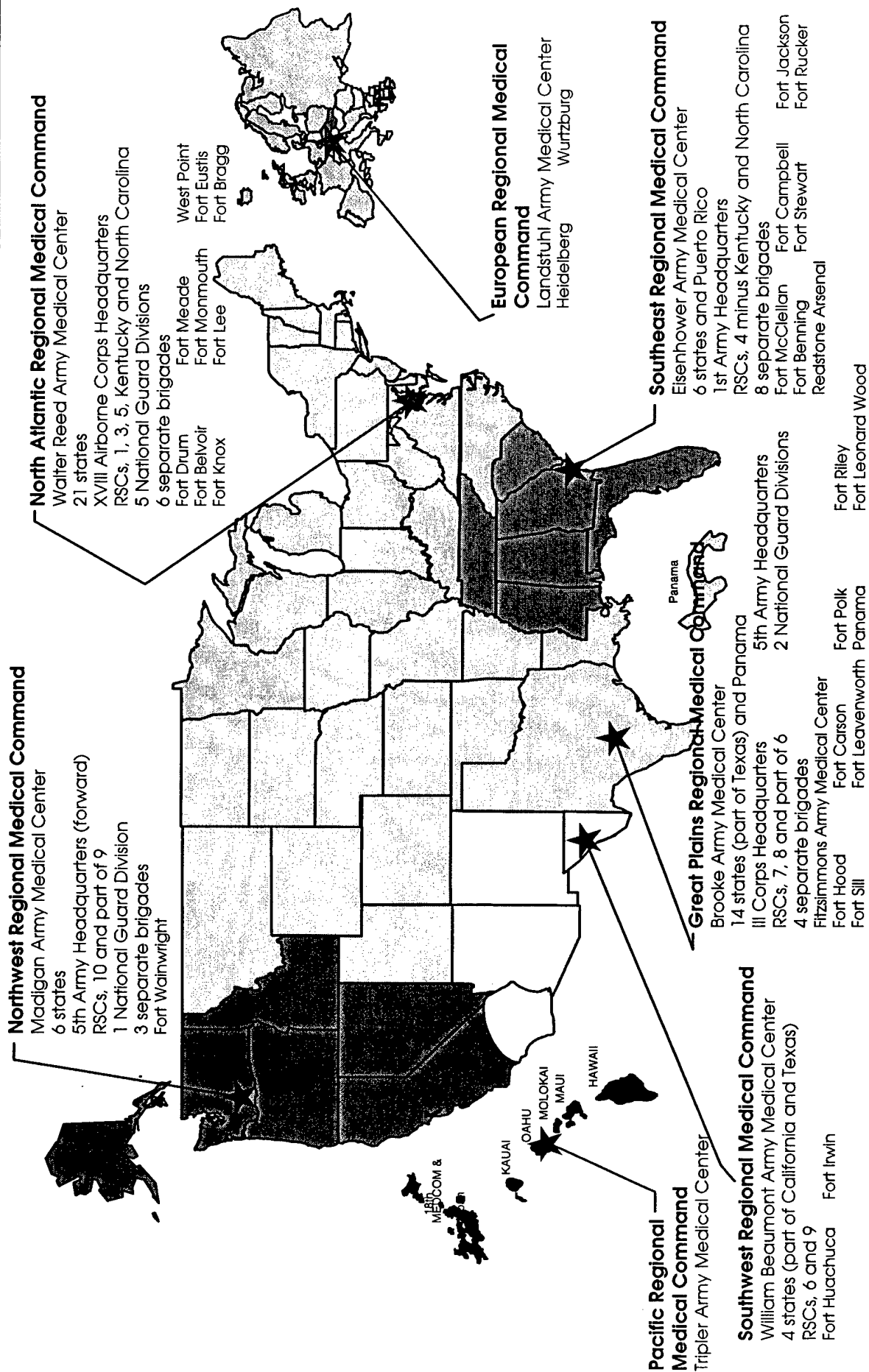


# Current MEDCOM Organization



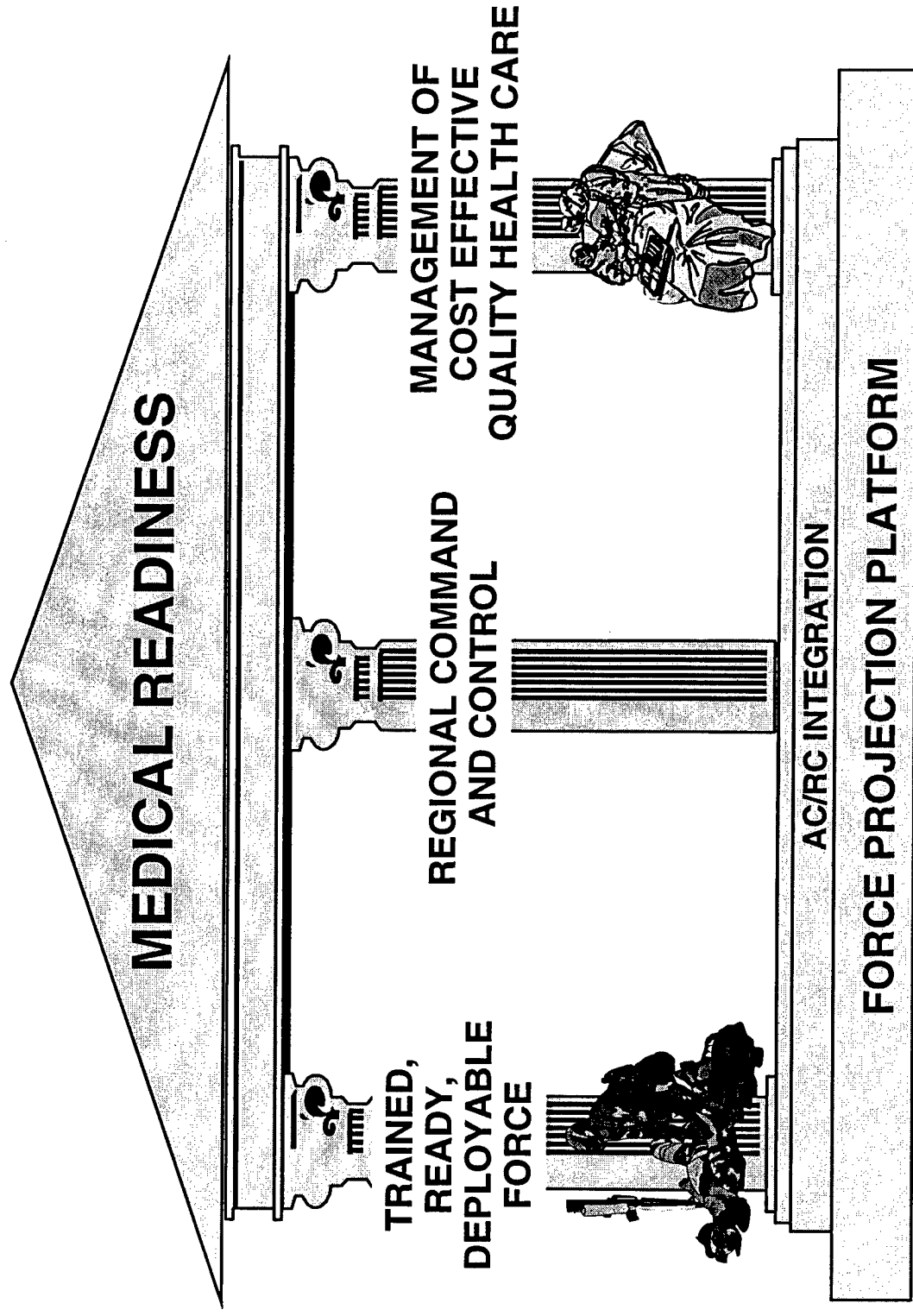


# Regional Medical Commands





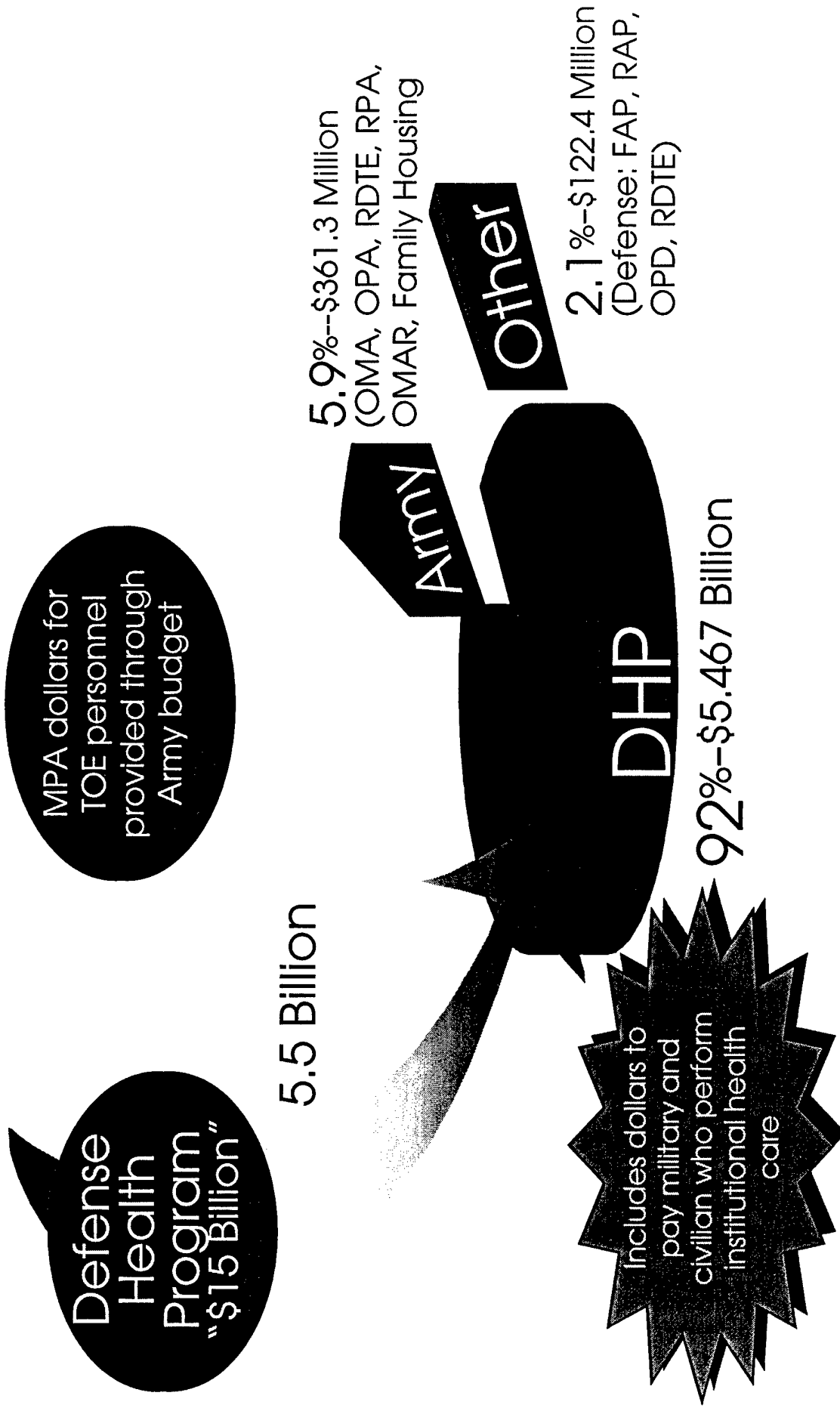
# Regional Medical Command Mission





# MEDCOM Resources

FY96=\$5.9B





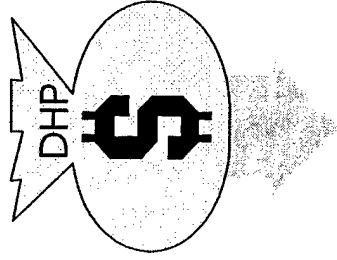
# Resource Considerations

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- Defense Appropriations Act FY92 Section 8070
  - Requires DoD to report to Congress changes in services provided at military medical and dental treatment facilities
- Defense Appropriations Act FY96 Section 564
  - DoD required to certify reductions in medical end strengths as excess to the needs of the services, and
  - Reductions do not increase CHAMPUS costs
- Defense Appropriations Act FY97 Section 8077
  - Prohibits the use of funds to reduce civilian and medical support personnel assigned to military treatment facilities
  - TSG may waive this section when it makes good business sense



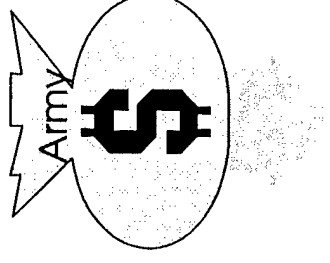
# Example of Funding Units



## TDA \*

- Peacetime medical care
- Separate Budget/ POM submitted by Army (TSG) to DoD (ASD(HA))
- C/C by MEDCOM

\*Exceptions: Some TOE hospitals in Europe receive DHP MILPERS support



## TOE

- Wartime medical care
- Budget submitted by Army to DoD
- C/C by MACOMs

MEDCOM currently looking at TDA/TOE integration options



# Plan, Provide Direction; Obtain and Allocate Resources

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

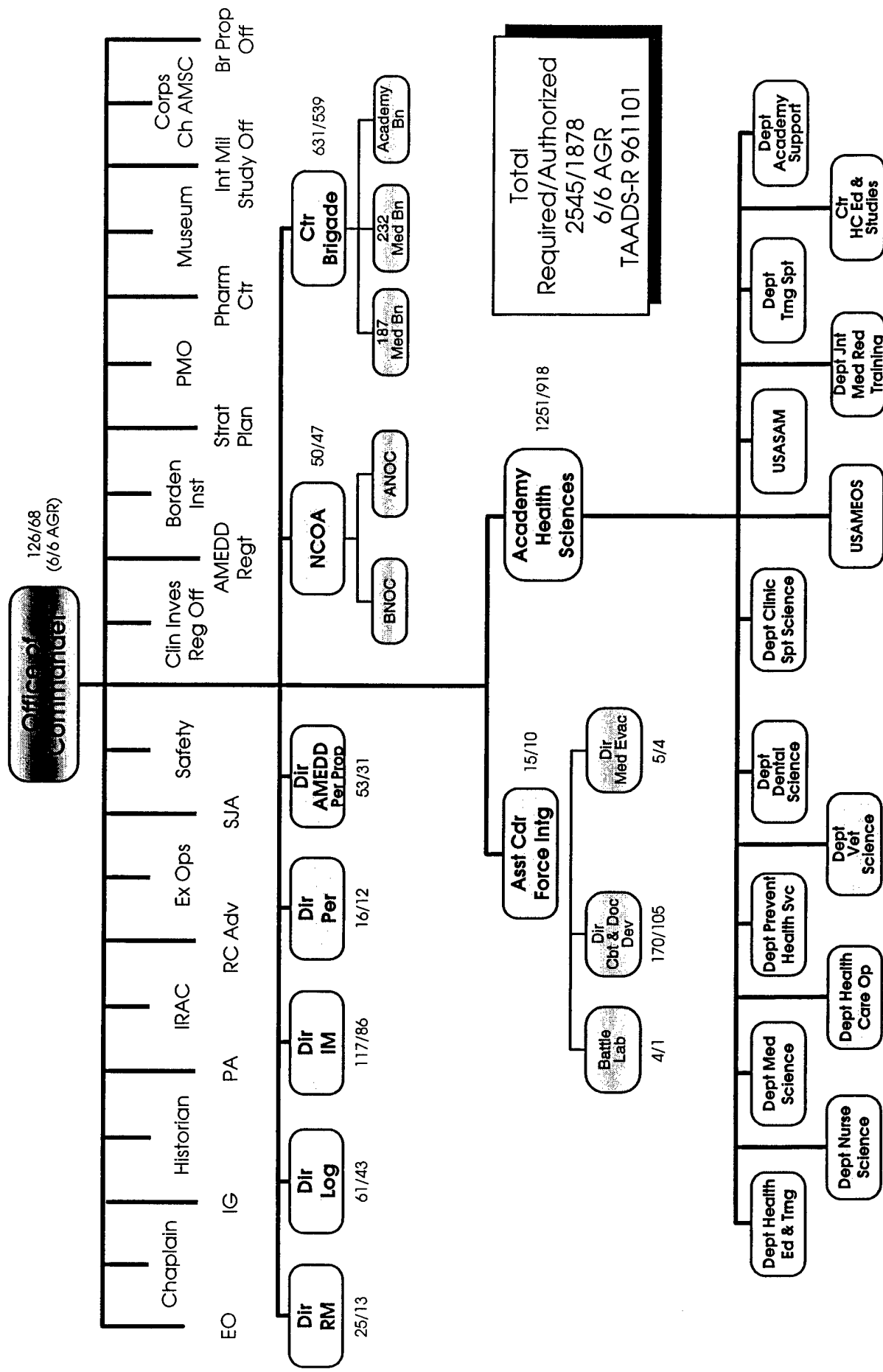
1. Majority of resources are obtained/belong to OSD(HA)
2. MEDCOM HQs plans, provides direction and allocates resources
3. OSD(HA) cannot direct change in Services structure and C/C Structure

## 100xx Process-Alternatives

1. Transfer control of all medical funding to services
- 2a. Establish joint cmd
- 2b. HQDA plans, provides direction; obtains and allocates resources
3. No change



# US Army Medical Department Center and School





# Acquire, Train and Sustain People

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. Acquire
  - officers-USAREC and TRADOC (ROTC)
  - enlisted-USAREC
  - civilians-civilian personnel office
2. Train (individual education)
  - officers-MEDCOM
  - enlisted-MEDCOM
  - civilian-MEDCOM
3. Sustain
  - officers-integrated
  - enlisted-integrated
  - civilians-integrated

## 100xx Process-Alternatives

1. No change
- 2a. If MEDCOM-no change
- 2b. Without MEDCOM- Transfer to TRADOC
  - no significant savings
  - not supported by TRADOC
3. No change



# Manage Installations

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

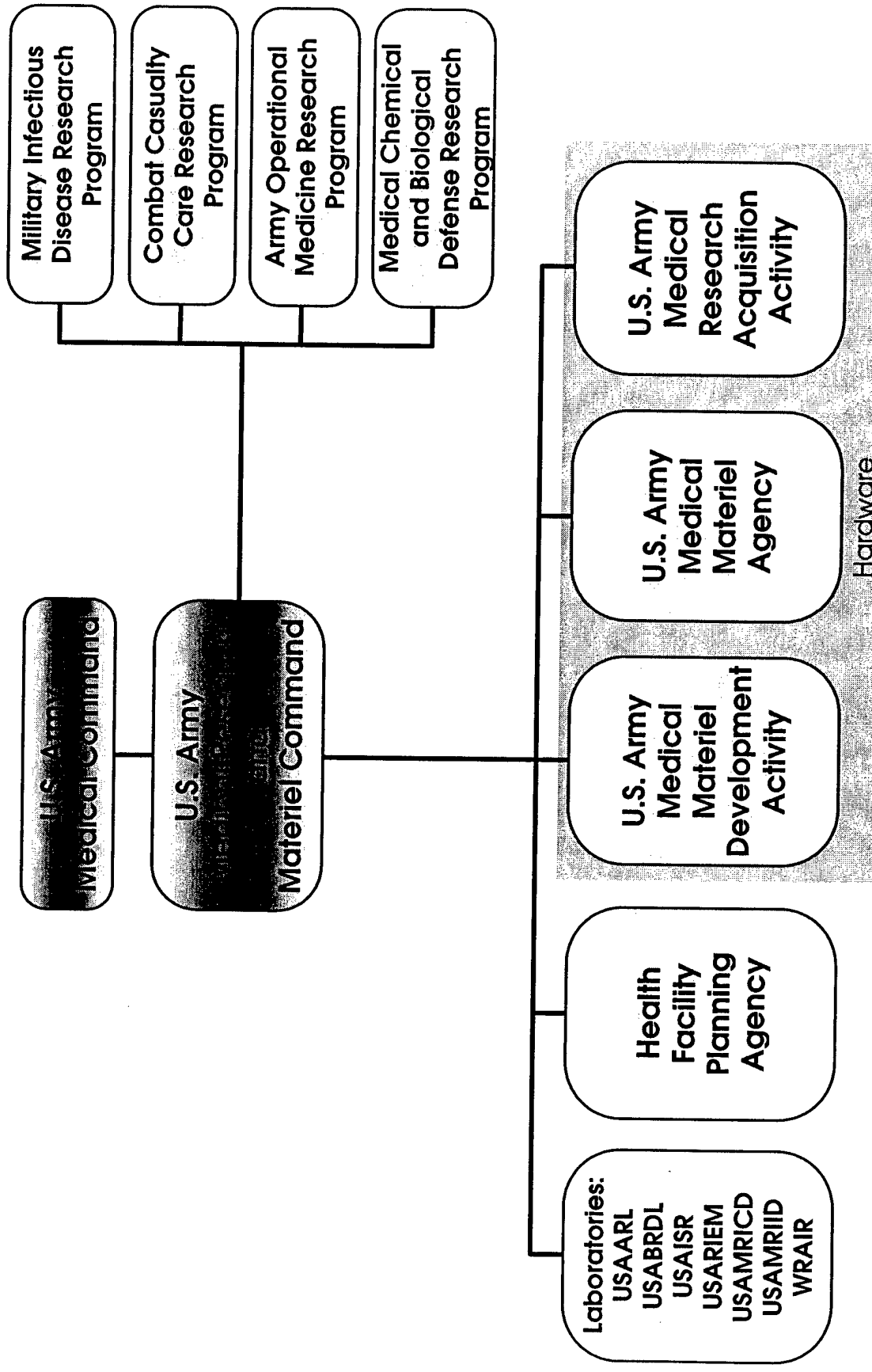
1. MEDCOM manages three medical installations
  - Walter Reed
  - Fort Detrick
  - Fort Sam Houston
2. 1 Oct 96--All BASOPS functions attributed to medical activities on non-medical installations is provided through DHP
3. Health care service provided on installations. Standards and resources managed by TSG/MEDCOM

## 100xx Process--Alternatives

- 1a. If MEDCOM--no change
- 1b. Without MEDCOM--divested to FORSCOM, TRADOC and AMC
- 2a. If MEDCOM--no change
- 2b. Without MEDCOM--resources referred to HQDA proponents (e.g. IM/DISC4; electricity/ ACSIM/ACE) to resource installations directly
- 3a. If MEDCOM--no change
- 3b. Without MEDCOM--services funded directly from HQDA/ TSG to installation--no MEDCOM intermediate



# USAMRMC's Organizational Framework





# Acquire, Maintain and Sustain Equipment

Alternative (Medical) Process  
“Umbrella” Perspective:

## Current

1. U.S. Army Medical Research and Materiel Command (MRMC) performs medical materiel research development and acquisition

## 100xx Process-Alternatives

- 1a. If MEDCOM–no change
- 1b. Without MEDCOM–AMC assumes materiel development process; other medical R&D retained under TSG.
  - Not supported by AMC



# Develop Doctrine

Alternative (Medical) Process  
“Umbrella” Perspective:

## Current

1. TRADOC designated as proponent/process owner of Army Doctrine (Phase I FAA)
2. MEDCOM supports doctrine development (MOA), supplements through technology innovations

## 100xx Process-Alternatives

1. No change
- 2a. With MEDCOM-no change
- 2b. Without MEDCOM-transfer to TRADOC



# Develop Requirements

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. Hardware: TRADOC determines all Army Operational Force requirements; AMC develops Institutional Force requirements determined and developed by proponents.
2. Force Structure: TRADOC develops Operational Force structure. Proponents develop Institutional Force structure.

## 100xx Process-Alternatives

1. TRADOC determines all Institutional and Operational Force requirements; AMC develops.
2. TRADOC develops all Institutional and Operational Force structure.

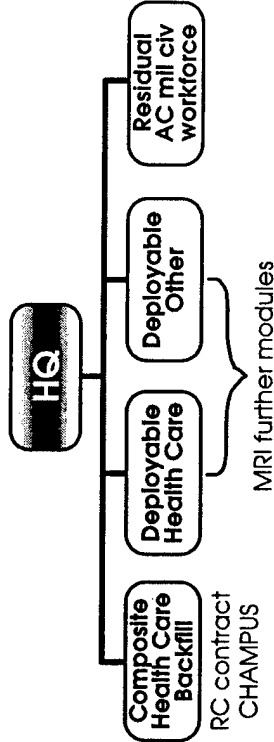
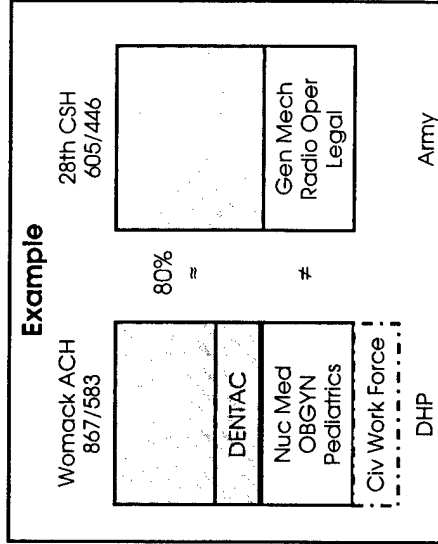


# Current TDA to TOE

Current Inventory				
	TOE		TDA	
	AC	USAR	USAR	MEDCOM
MASH	1			
CSH	8	26		
Field	3	8		
Gen	3	3		
AMC				7
ACH				23
Other				2

Proposal: Convert ACH to "Modular" TOE  
Inactivate existing CSH

- New "TOE" principally for Health Care
- New "TOE" continues to be DHP funded
- Structure savings to Army
- When "Deployable Modules" deployed
  - funded by Army
  - backfill funded by DHP
- When "Deployable Modules" training
  - funded by Army (OTEMPO)
  - backfill funded by DHP



## Other Considerations

TOE commanded by:  
FORSCOM/USAREUR/USARPAC  
Installations commanders  
No oversight by RMC  
Leverage DHP; recapitalize Army  
Not tied to MACOM decision  
**Cost Accounting Complex**



# 100-xx Process Alternative Conclusions

## Umbrella Conclusions

Plan, Provide Direction;  
Obtain and Allocate  
Resources (OTSG)

- HQDA plans, provides direction, obtains and allocates resources

Acquire Train and Sustain  
People (i.e., C&S)

- TRADOC's core competency, but—
- If joint, should retain school in MEDCOM

Manage Installations (OTSG)

- Installations resourced directly from HQDA

Acquire, Maintain and  
Sustain Equipment (MRMC)

- AMC's core competency, but—
- If joint, should retain MRMC in MEDCOM

Develop Doctrine (Cbt Dev  
of C&S)

- TRADOC's core competency, but—
- If joint, retain in MEDCOM C&S

Develop Requirements (Cbd  
Dev of C&S)

- TRADOC determines all requirements— hardware and force structure
- TRADOC's core competency, but—not for the institution
- If joint, retain in MEDCOM C&S



# Medical Organizational Alternatives

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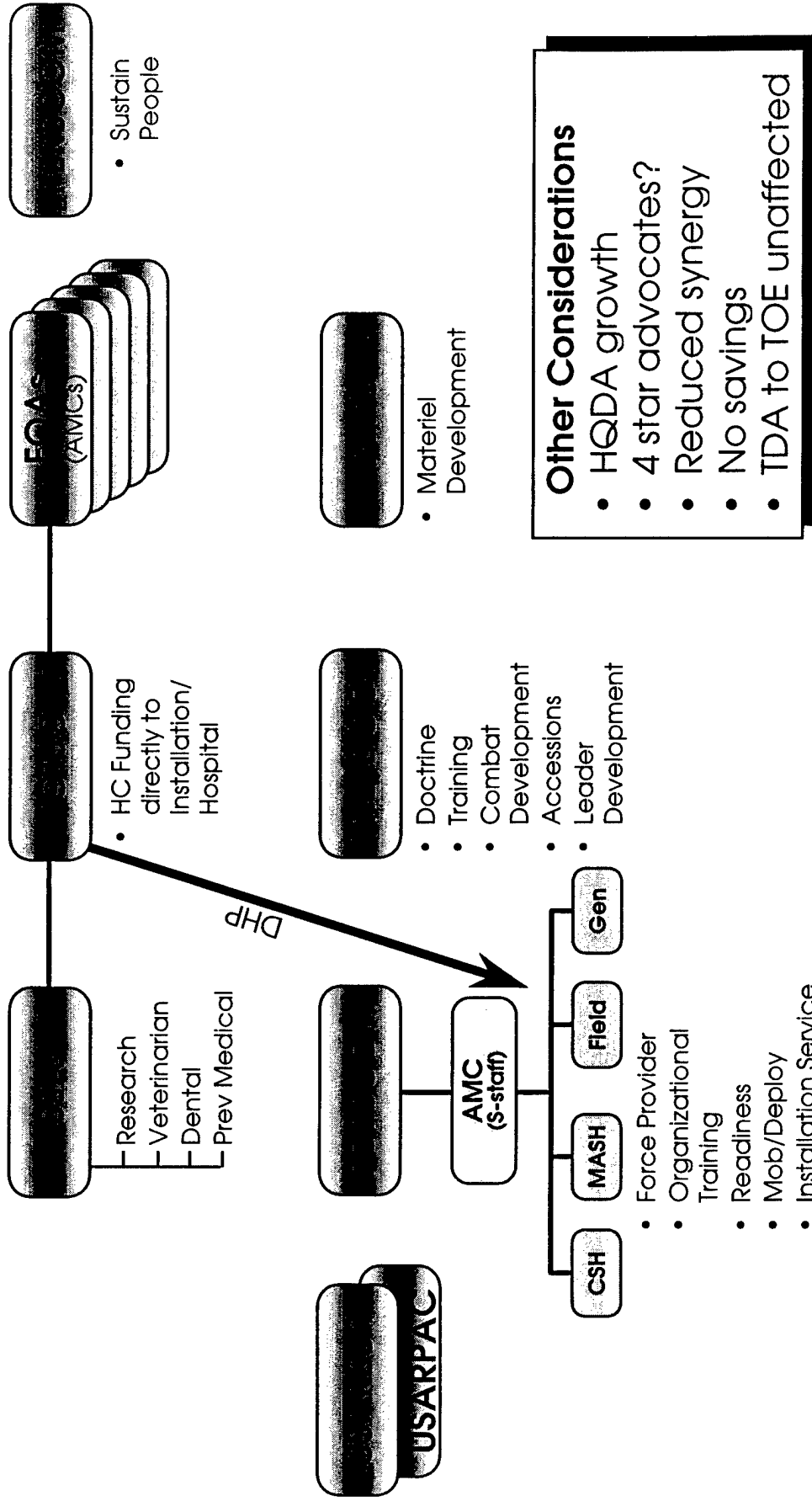
Alternative (Medical) Process  
“Umbrella” Perspective:

- |               |                                      |
|---------------|--------------------------------------|
| Alternative 1 | Disestablish MEDCOM                  |
| Alternative 2 | MEDCOM as a specialized command      |
| Alternative 3 | MEDCOM as an ASCC of a Joint Command |



# Alternative #1

## Disestablish MEDCOM



### Other Considerations

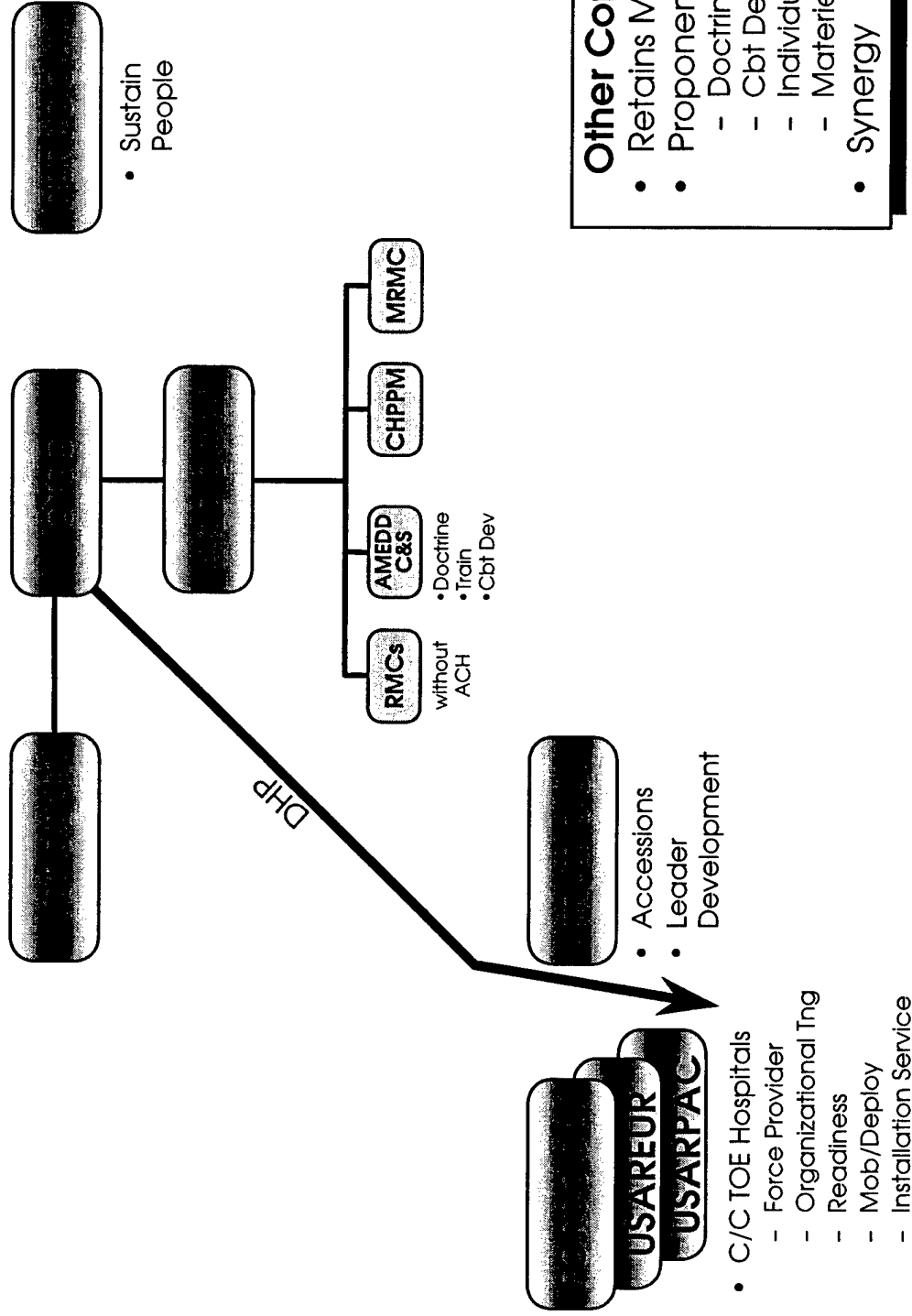
- HQDA growth
- 4 star advocates?
- Reduced synergy
- No savings
- TDA to TOE unaffected

Quality Health Care must be Retained!



# Alternative #2

## MEDCOM as a Specialized Command



**Other Considerations**

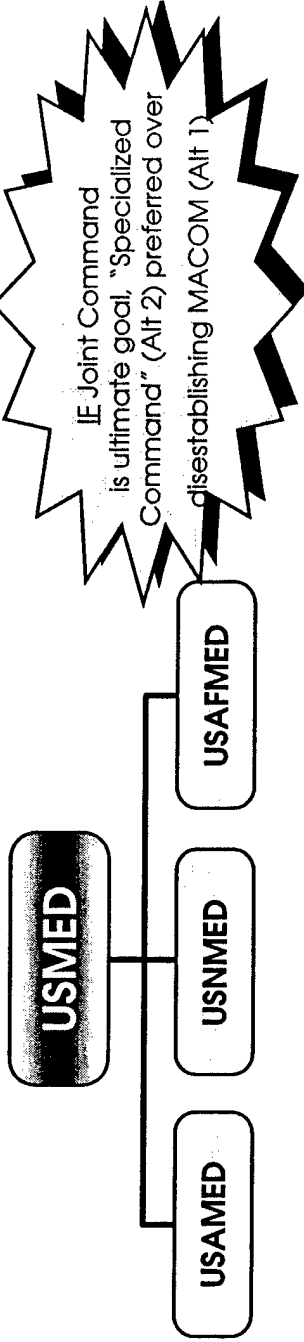
- Retains MACOM
- Proponency split
  - Doctrine
  - Cbt Development
  - Individual Training
  - Materiel Development
- Synergy

Quality Health Care must be Retained!



# Alternative #3

## Joint Command (a)



	USASOC	USAMED
Funding	Separate POM	DHP
Personnel Accession	Volunteers from Army force	TRADOC Access Cmd; PERSCOM
Personnel Management	PERSCOM with SOF	PERSCOM with MED
Doctrine	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
Combat Development	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
TOE Forces	USASOC Force Provider	USAMED Force Provider
Material Development	USASOC Acquisition Exec	USAMED/AMC
Training Individual (MOS)	USASOC (JFKSWC)/TRADOC	USAMED (AHS)/TRADOC
Training, Collective (readiness)	USASOC (ARTEP)	USAMED (ARTEP)
Military Construction		
new	USASOC Appropriation	USAMED DHP case-by-case
maintain	USASOC O&M	USAMED OMD

Quality of Service Provided: Special Operations = Improved  
Health Care = ?

Cost of Service Provided: Special Operation = Less  
Health Care = Less, probably

Quality Health Care must be Retained!

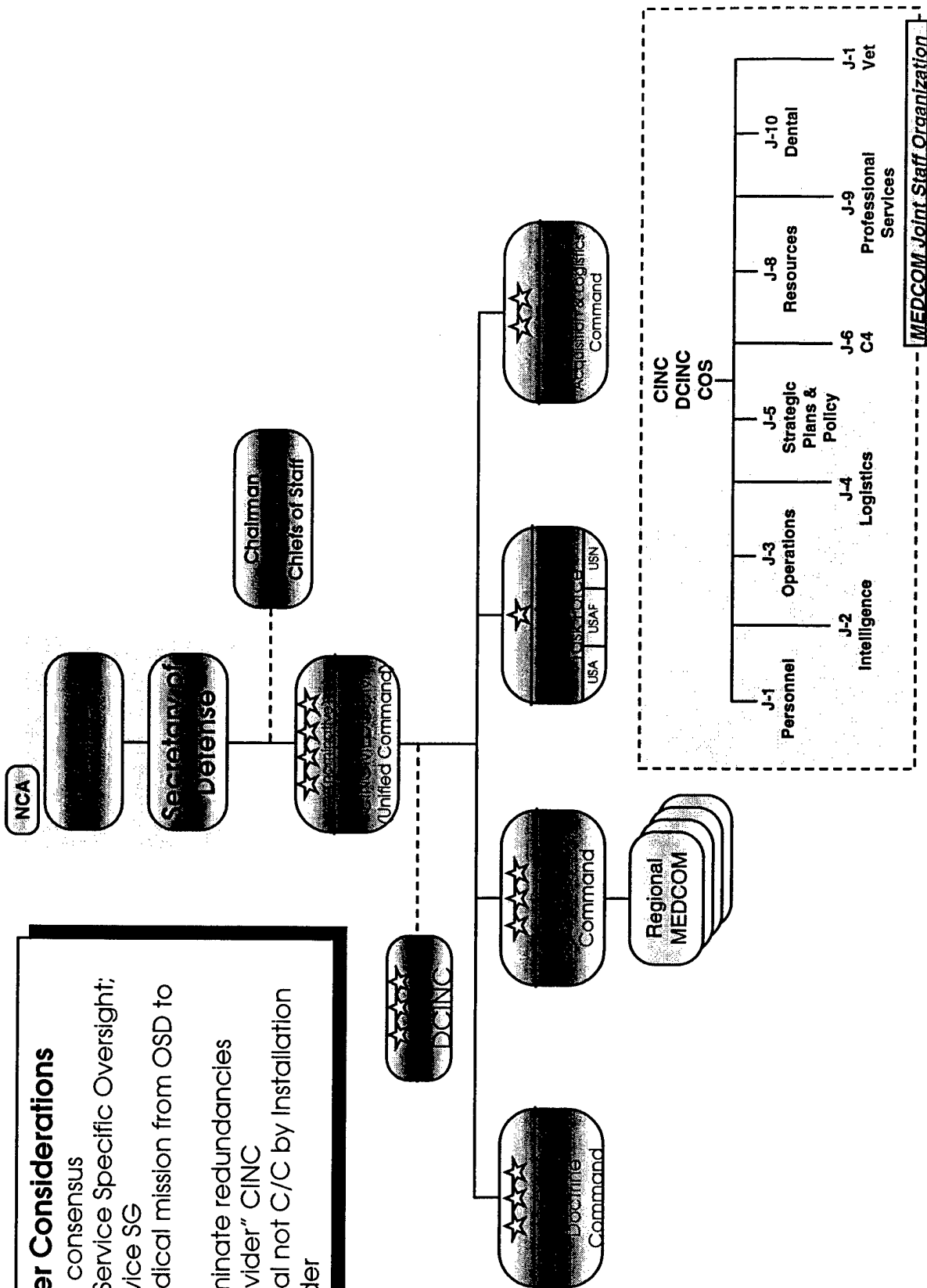


# Alternative #3

## Joint Command (b)

### Other Considerations

- No service consensus
- Reduced Service Specific Oversight; role of Service SG
- Moves medical mission from OSD to OJCS
- Should eliminate redundancies
- "Force Provider" CINC
- TOE Hospital not C/C by Installation Commander





# Summary

Guidance	Assessment
MEDCOM as a MACOM	Can Be Done Eliminate Layers: MACOM HQ; RMC HQ
TSG Staff Principal	Can Be Done HQDA/FOA/SSA grows Resource Mgmt at HQDA
Ind Trng to TRADOC Cbt Dev to TRADOC Materiel Dev to AMC	Can Be Done 4 star advocacy Synergy
TDA to TOE	Should Be Done!

Special Considerations: If Jointness is ultimate, Specialized Command  
Leverage DHP support of Health Care



# Backup Slides



# Alternative #1 —Disestablish MEDCOM

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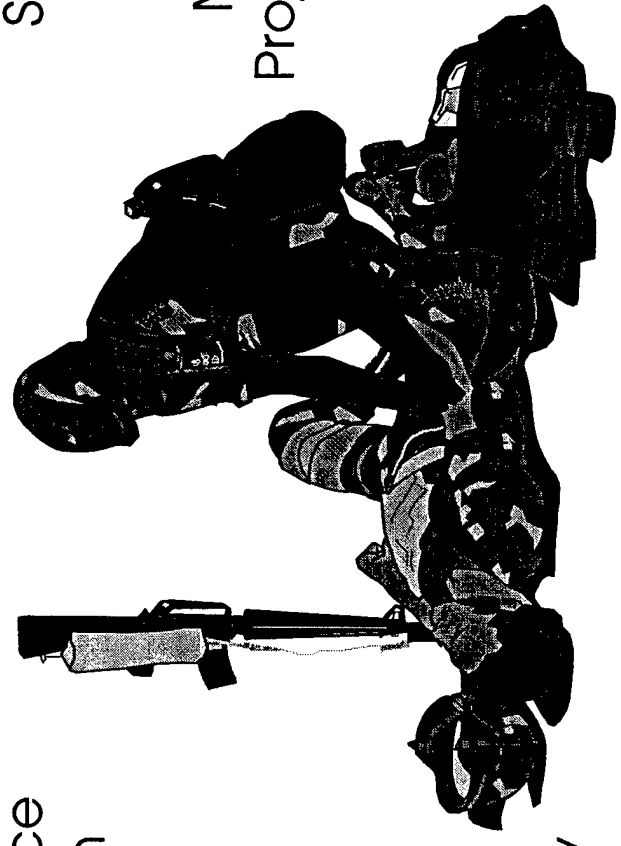
**TRADOC**

Training Force  
Integration

**FORS COM**

Soldier & Family  
Care

Medical Force  
Projection Platforms



Fit and Healthy  
Force

**OTSG**

RD&A

**AMC**



# Alternative #1

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## Advantages

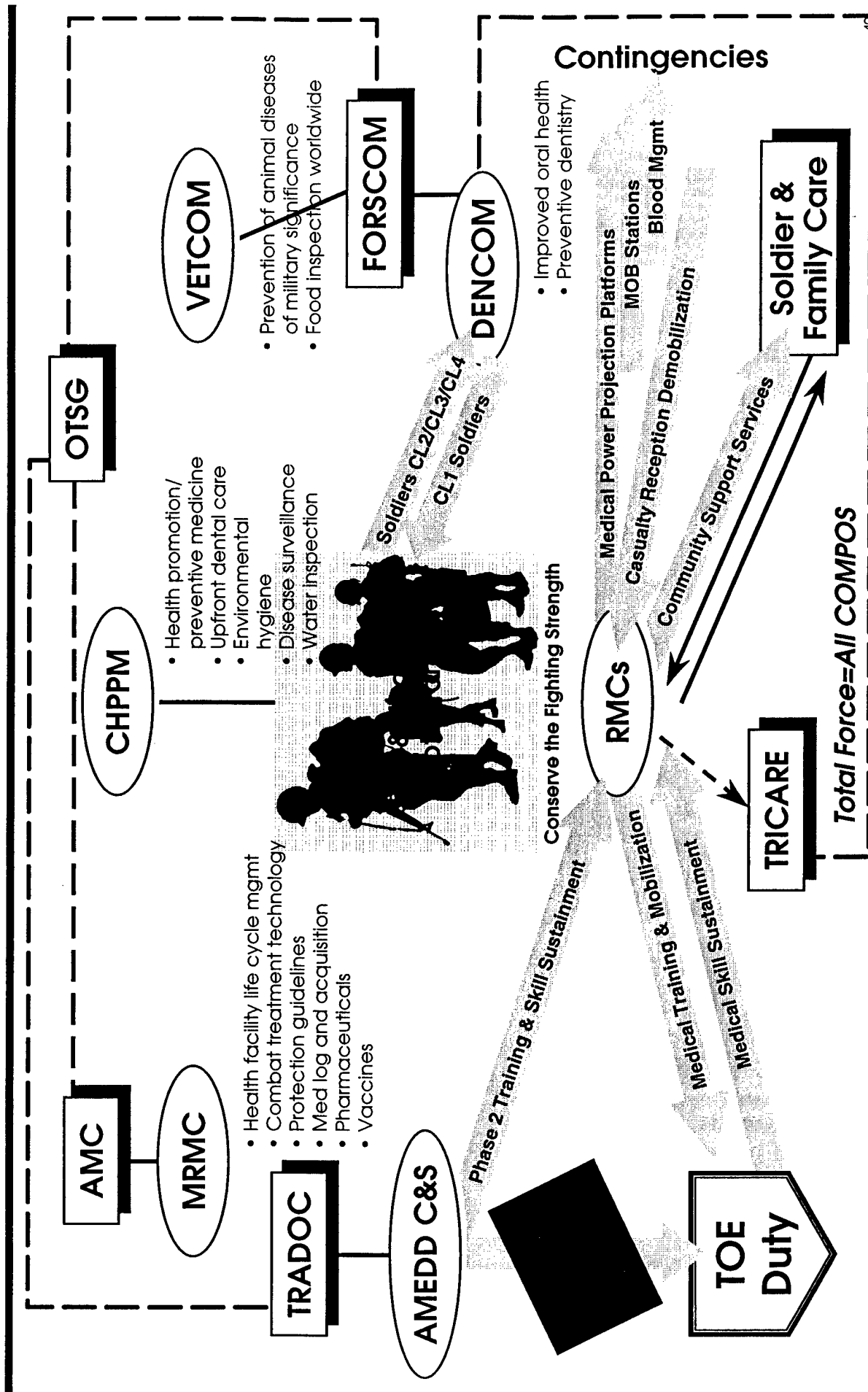
- AMEDD product lines aligned with Army product lines
- Reduces MACOMs
- Three 4 star advocates

## Disadvantages

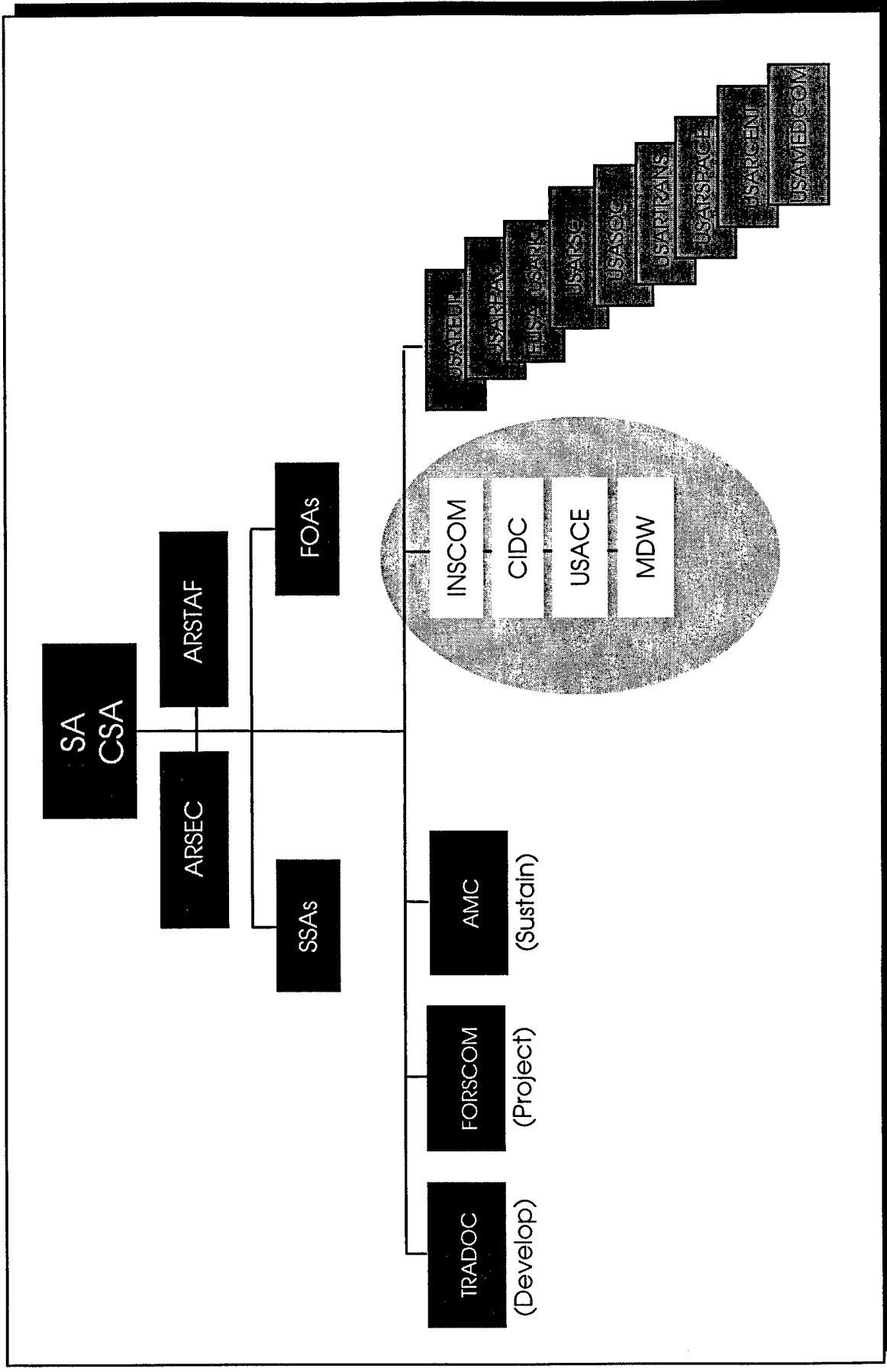
- Increased need for coordination
- Would require growth of OTSG
- No savings possible growth required
- Reduces synergistic effects



# Alternative #1 Process









# U.S. Medical Command

## *(Alternative #2)*

### Advantages

- Enhances jointness and readiness in health care arena
- Enhances health care response to SSO and support to civilian agencies
- Single manager of defense health care system
- Consolidates service medical activities by function
- Consolidation will result in economies of scale savings and enhance cost effectiveness
- Consolidation will eliminate redundant functions
- Reduces size and scope of ASD(HA)
- Enhances accessibility of health care
- Reduces size/role of service surgeons' offices

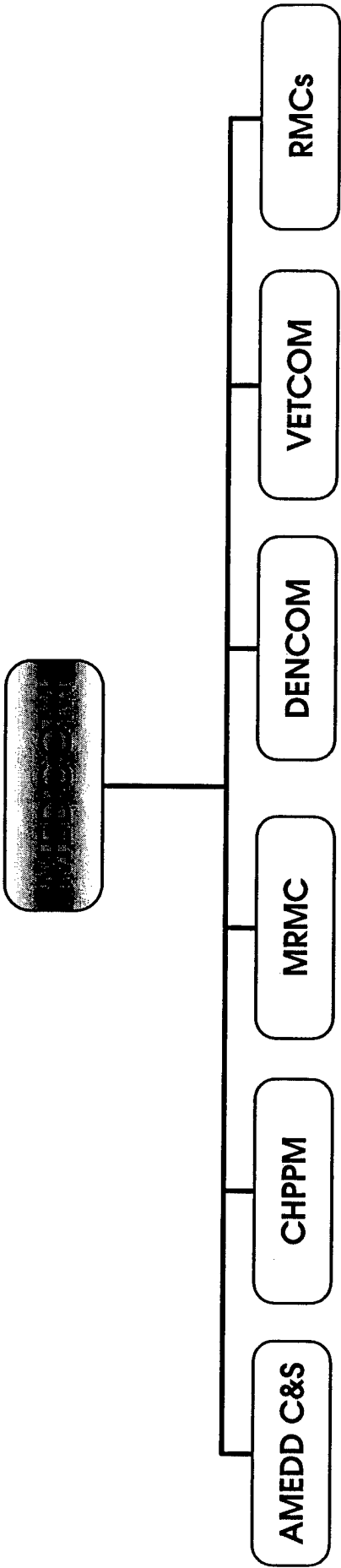
### Disadvantages

- Reduces service specific oversight and control of health care
- Counter to October 1991 SECDEF memo assigning ASD(HA) the mission of executing DoD's medical mission
- Other services opposed to unified command



# Alternative #3—Specialized Command

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# Alternative #3

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## Advantages

- Unity of Command
- Senior AMEDD Officer in Charge
- Streamlined Command and Control
- Economies and efficiencies derived from matrix organization
- Single AMEDD Champion
- Tried and proven

## Disadvantages

- Minimal savings to Army
- AMEDD product lines not aligned with Army product lines
- Does not reduce MACOMs



# **Plan, Provide Direction; Obtain and Allocate Resources**

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The process of providing direction and allocating resources in accordance with established priorities to support OSD, OJCS, CINCs, MACOMs and multinational operational planning including articulating, justifying, obtaining and executing resources in a manner consistent with OSD and the legislative branch of government.



# Identify and Develop Leaders

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The process of identifying and transforming potential leaders into future commanders, staff leaders, noncommissioned officers and civilian leaders for current and future Army requirements through education, self development and varied assignments and experience.



# Identify and Develop Leaders

Alternative (Medical) Process  
"Umbrella" Perspective:

Current	Alternative
<div>1. PERSCOM provides career management<ul style="list-style-type: none"><li>- selection boards</li><li>- assignment</li><li>- career counseling</li></ul></div> <div>2. TSG provides Army Staff and professional Medical service input to process</div> <div>Green</div>	<div>1. No change</div> <div>Green</div>

Alternative Rating

Green



# Acquire, Train and Sustain People

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The process of attracting, accessing, training, educating, managing, promoting, distributing, assigning and retaining personnel to meet military and civilian manpower requirements and sustaining entitled personnel service and health service support.



# U.S. Army Medical Department Center of School—Major Areas

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- Combat and Doctrine Development
  - Organization Structure Design
  - Concept Development
  - Doctrine Analysis/Redesign
  - Doctrinal Publications Revisions
- Leader Development
  - AMEDD Officer Basic and Advanced Courses
  - AMEDD Precommand Courses
  - Postgraduate Short Courses
  - AMEDD Noncommissioned Officers Academy
- Professional Education and Development
  - U.S. Army-Baylor University Healthcare Administration Program
  - U.S. Army Baylor Program in Physical Therapy
  - U.S. Army-University of Texas Houston Health Science Center Program in Anesthesia Nursing
  - U.S. Army-University of Texas Health Science Center at San Antonio Physician Assistant Program
- Healthcare Research and Studies
  - Army Medical Department Board
  - Center for Healthcare Education and Studies
  - Clinical Investigation Regulatory Office
  - Pharmacoeconomic Center



# Support Organizational Training

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The process of establishing organizational training standards and identifying and providing resources of all types and categories necessary for the conduct of organizational training.



# Manage Information

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The process of collecting, processing, disseminating and displaying information in an integrated, interoperable, compatible global system.



# Manage Information

Alternative (Medical) Process  
"Umbrella" Perspective:

Current	Alternative
<div>1. DISC4 is the lead</div> <div>2. MEDCOM continues to seek automation efficiencies</div> <div>Green</div> <div>Green</div>	<div>1. No change</div> <div>2. No change</div> <div>Green</div> <div>Green</div>

Alternative Rating  
Green



# Manage Installations

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The process of planning, organizing, coordinating, staffing, directing and controlling resources to accomplish the installations' mission in support of maintaining the readiness of the force, deploying and sustaining the force, protecting the environment and enhancing the quality of life for soldiers, families and the Army civilian workforce.



# Maintain and Sustain Land Operations

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The process of providing maintenance, supply, transportation and field services to operating units world-wide to maintain force effectiveness including the initial provisioning of force packages and the strategic concentration of support assets in the theater based on combatant commander guidance and priorities.



# Maintain and Sustain Land Operations

Alternative (Medical) Process  
"Umbrella" Perspective:

Current	Alternative
<div>1. FORSCOM/AMC are proponents</div> <div>2. MEDCOM provides medical materiel and supports FORSCOM</div>	<div>1. No change</div> <div>2a. If MEDCOM-no change</div> <div>2b. Without MEDCOM-AMC provides medical materiel</div>
<div>Green</div> <div>Amber</div>	<div>Green</div> <div>Green</div> <div>Green</div>

Alternative  
Rating

Green



# Acquire and Sustain Facilities

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The process of identifying, acquiring, managing, maintaining and ultimately disposing of real property in support of Army requirements for the sustaining base and forward stationed forces.



# Acquire and Sustain Facilities

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. Medical construction requirements are initiated through MILCON process, but have DoD(HA) program manager **Red**
2. DHP controls medical construction funds **Red**
3. Medical facility standards conform to civilian medical facilities standards **Green**

## Alternative

1. Transfer program manager responsibilities to HQDA **Green**
2. Transfer control of MILCON funds to HQDA **Green**
3. No change **Green**

Alternative  
Rating

**Green**



# Tailor, Mobilize and Project Land Power

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The process of building force packages from the total force based on requirements of the combatant commanders, preparing them for deployment, and insuring a seamless flow to ports of embarkation, while maintaining a continuity of support for deploying force package units. Tailoring is the function/process that, in the execution of either deliberate or contingency operations, entails the actions of the Army in selecting the specific CS and CSS units to be included in the CINCs force package and other force requirements for a specified operation. It also includes the function/process of the identification by supporting CINCs (e.g., ACOM, EUCOM, SOCOM, SOUTHCOM, PACOM, TRANSCOM, SPACECOM, STRATCOM, CENTCOM), in coordination with the Army, of the units (specific) which will be mobilized (active/reserve) for that action. The output of the tailoring process is a force package to accomplish the supported CINCs operational mission and a package of other necessary forces (forces for backfill, mobilization and deployment support, etc.) to support that operation.



# Tailor, Mobilize and Project Land Power

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. FORSCOM is the proponent
2. MEDCOM supports preparation for overseas movement at MOB station
3. MEDCOM/RMC validates medical unit deployability

## 100xx Process-Alternatives

1. No change **Green**
2. No change **Green**
3. FORSCOM validates unit deployability **Green**

Recommendation    Alt 2b



# Acquire, Maintain and Sustain Equipment

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The process beginning with research and development, to production, and through materiel fielding which provides to the total force the necessary technology and enhanced systems capable of executing warfighting operations today and tomorrow.



# Develop Doctrine

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The process of developing the fundamental principles by which the Operating Force and the Institutional Force guide their actions in support of national objectives in war and operations other than war.



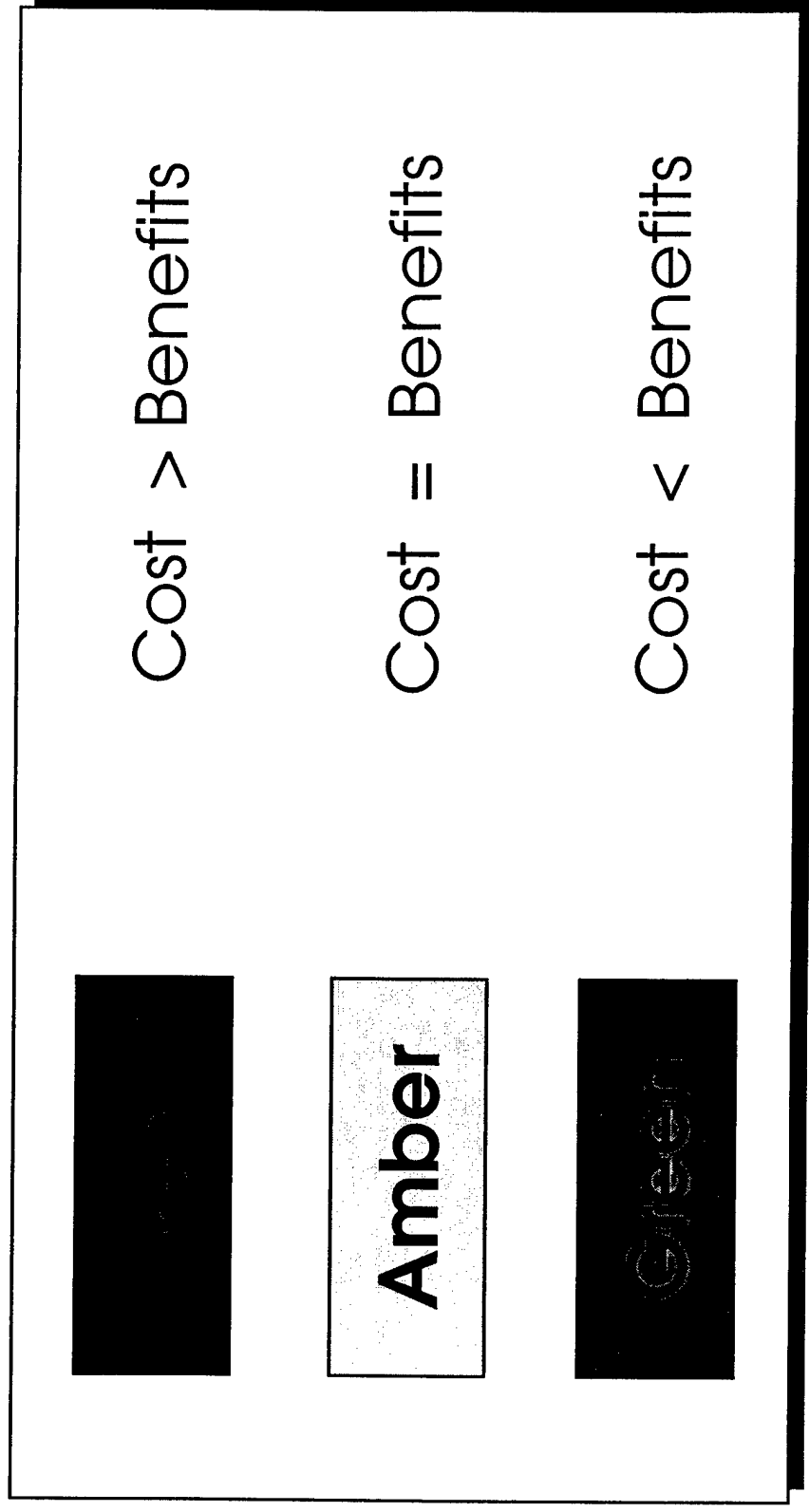
# Develop Requirements

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The process of identifying, investigating and developing doctrine, training, leader development, organizations and materiel required improvements and capabilities, focused on the soldier, responding to the Army's vision of future requirements.



# Reengineering the Health Care Process



Cost = resource, political, legal, etc.  
Benefits = savings in personnel, equipment, facilities,  
improved health care, etc.



# Plan, Provide Direction; Obtain and Allocate Resources

Alternative (Medical) Process  
"Umbrella" Perspective:

Current	
<ol style="list-style-type: none"><li>Majority of resources are obtained/belong to OSD(HA)</li><li>MEDCOM HQs plans, provides direction and allocates resources</li><li>OSD(HA) cannot direct change in Services structure and C/C Structure</li></ol>	
100xx Process-Alternatives	
<ol style="list-style-type: none"><li>Transfer control of all medical funding to services</li><li><ol style="list-style-type: none"><li>Establish joint cmd</li><li>HQDA plans, provides direction; obtains and allocates resources</li></ol></li><li>No change</li></ol>	
	<div>Red</div> <div>TBD</div> <div>Green</div> <div>Green</div>

Recommendation    Alt 2b



# Acquire, Train and Sustain People

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. Acquire
  - officers-USAREC and TRADOC (ROTC)
  - enlisted-USAREC
  - civilians-civilian personnel office
2. Train (individual education)
  - officers-MEDCOM
  - enlisted-MEDCOM
  - civilian-MEDCOM
3. Sustain
  - officers-integrated
  - enlisted-integrated
  - civilians-integrated

## 100xx Process-Alternatives

1. No change Green
2. Transfer to TRADOC Green
3. No change Green

Recommendation Alt 2



# Support Organizational Training

Alternative (Medical) Process  
"Umbrella" Perspective:

Current	
1.	FORSCOM is proponent
2.	TRADOC sets standards
3.	RMC facilitates medical TOE unit readiness

100xx Process-Alternatives	
1.	No change <span>Green</span>
2.	No change <span>Green</span>
3.	FORSCOM/USARC responsible for TOE unit readiness <span>Green</span>

Recommendation    Alt 3



# Manage Installations

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. MEDCOM manages three medical installations
  - Walter Reed
  - Fort Detrick
  - Fort Sam Houston
2. 1 Oct 96--All BASOPS functions attributed to medical activities on non-medical installations is provided through DHP
3. Health care service provided on installations. Standards and resources managed by TSG/MEDCOM

**Recommendation**    **Alt 2b/3b**

## 100xx Process-Alternatives

- |  |              |
|--|--------------|
| 1a. If MEDCOM-no change  | <b>Green</b> |
| 1b. Without MEDCOM- divested to FORSCOM, TRADOC and AMC  | <b>Green</b> |
| 2a. If MEDCOM-no change  | <b>AMBER</b> |
| 2b. Without MEDCOM- resources referred to HQDA proponents (e.g. IM/DISC4; electricity/ ACSIM/ACE) to resource installations directly | <b>Green</b> |
| 3a. If MEDCOM-no change  | <b>AMBER</b> |
| 3b. Without MEDCOM-services funded directly from HQDA/ TSG to installation-no MEDCOM intermediate                                    | <b>Green</b> |



# Acquire, Maintain and Sustain Equipment

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. U.S. Army Medical Research and Materiel Command (MRMC) performs medical materiel research development and acquisition

## 100xx Process-Alternatives

- 1a. If MEDCOM-no change Amber
- 1b. Without MEDCOM-AMC assumes materiel development process; other medical R&D retained under TSG. Green  
(Note: AMC concurs in retention of MRMC as a MSC of MEDCOM because AMC believes that
  - Joint RDA is the future
  - MRMC realignment under AMC would hamper proper transition)

Recommendation    Alt 1b



# Develop Doctrine

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. TRADOC designated as proponent/process owner of Army Doctrine (Phase I FAA)
2. MEDCOM supports doctrine development (MOA), supplements through technology innovations

## 100xx Process-Alternatives

1. No change Green
- 2a. With MEDCOM-no change Amber
- 2b. Without MEDCOM-transfer to TRADOC Green

Recommendation    Alt 2b



# Develop Requirements

Alternative (Medical) Process  
"Umbrella" Perspective:

## Current

1. Hardware: TRADOC determines all Army Operational Force requirements; AMC develops Institutional Force requirements determined and developed by proponents.
2. Force Structure: TRADOC develops Operational Force structure. Proponents develop Institutional Force structure.

## 100xx Process-Alternatives

1. TRADOC determines all Institutional and Operational Force requirements; AMC develops. Green
2. TRADOC develops all Institutional and Operational Force structure. Green

Recommendation Alt 1/2

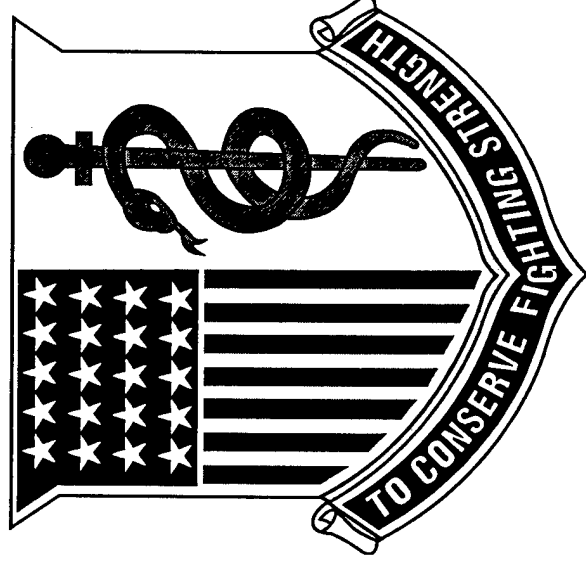


# 100-xx Alternative Process Summary

Plan, Provide Direction; Obtain and Allocate Resources	<div></div>	<ul style="list-style-type: none"><li>• HQDA plans, provides direction, obtains and allocates resources</li></ul>
Acquire Train and Sustain People	Amber	<ul style="list-style-type: none"><li>• Transfer school to TRADOC</li><li>• Not recommended by TRADOC</li></ul>
Support Organizational Training	<div></div>	<ul style="list-style-type: none"><li>• FORSCOM responsible</li></ul>
Manage Installations	<div></div>	<ul style="list-style-type: none"><li>• Installations resourced directly from HQDA</li></ul>
Acquire, Maintain and Sustain Equipment	Amber	<ul style="list-style-type: none"><li>• AMC assumes materiel development, other medical R&amp;D retained by TSG</li><li>• Not recommended by AMC</li></ul>
Develop Doctrine	<div></div>	<ul style="list-style-type: none"><li>• Transfer to TRADOC</li></ul>
Develop Requirements	Amber	<ul style="list-style-type: none"><li>• TRADOC determines all requirements--hardware and force structure</li><li>• Not recommended by TRADOC</li></ul>



# ***THE UNITED STATES ARMY MEDICAL DEPARTMENT Functional Area Assessment IPR***



**Presented to  
VCSA  
10 July 1997**



# FAA Follow-up to VCSA

## 1 hour

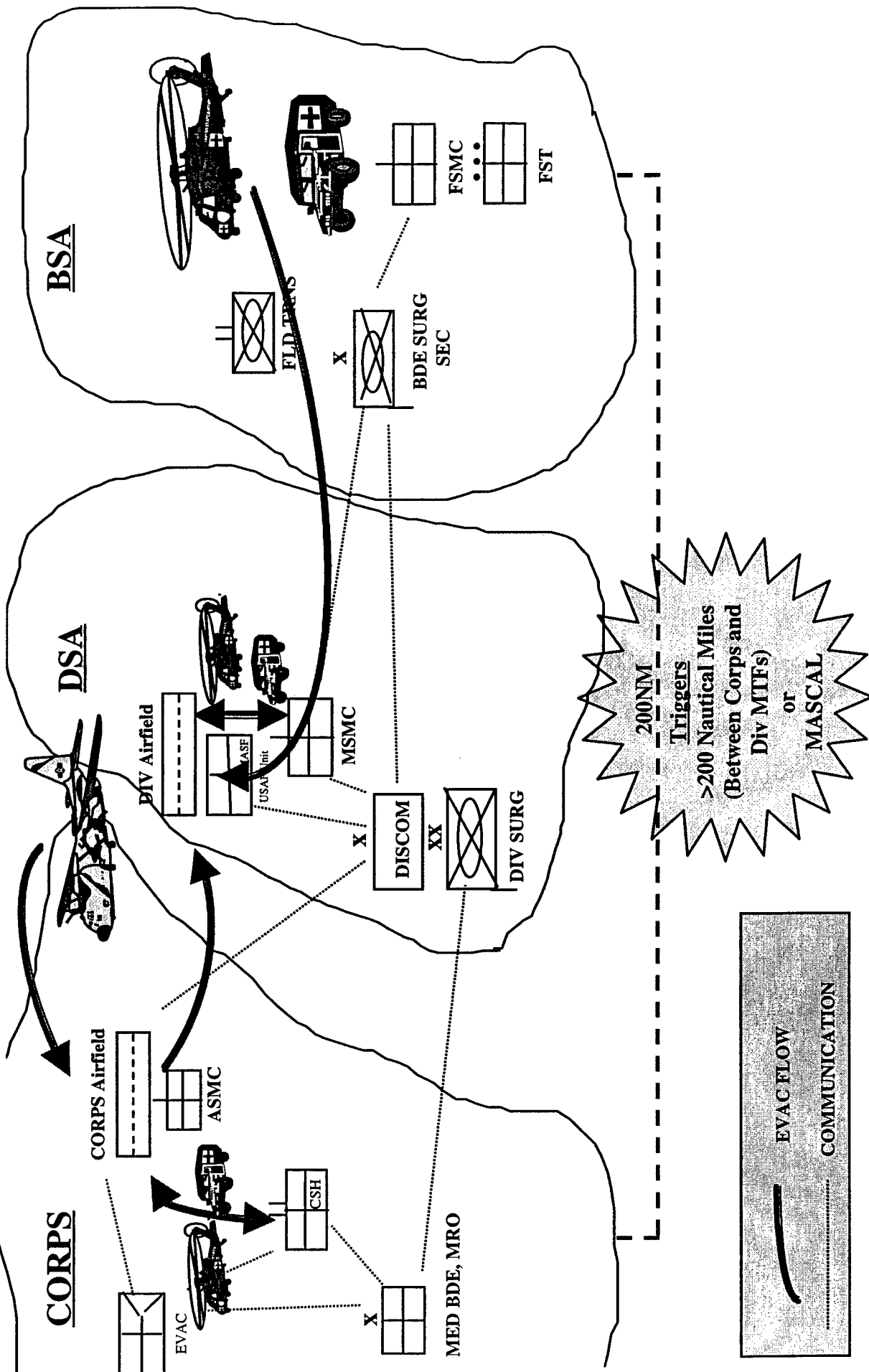
*Topic*                      *Action*                      *To Be Briefed*

Combat Lifesaver Training	Info Paper Provided	
Flight Surgeon Utilization	Info Paper Provided	
Congressional Fellows	Info Paper Provided	
Graying of RC Physicians	Info Paper Provided	
Satisfaction w/Joint Medical Training	Info Paper Provided	
Recruitment of Dental Officers	Info Paper Provided	
Evacuation Update		X
MEDCOM Reorganization Update		X
AMEDD C&S to TRADOC		X
TDA Hospitals to TOE		X
TAA Hospital Status		X





# *Level II to Level III Battlefield Evacuation* *(High Capacity Air Ambulance)*







# *Battlefield Evacuation...*

## *Accomplishments:*

- Executable Concept
- Draft AF Concept of Operations
- Draft Army Doctrine
- Test and Evaluation (AMEDDEX 96)
- Recommending Incorporation into CENTCOM OPLAN

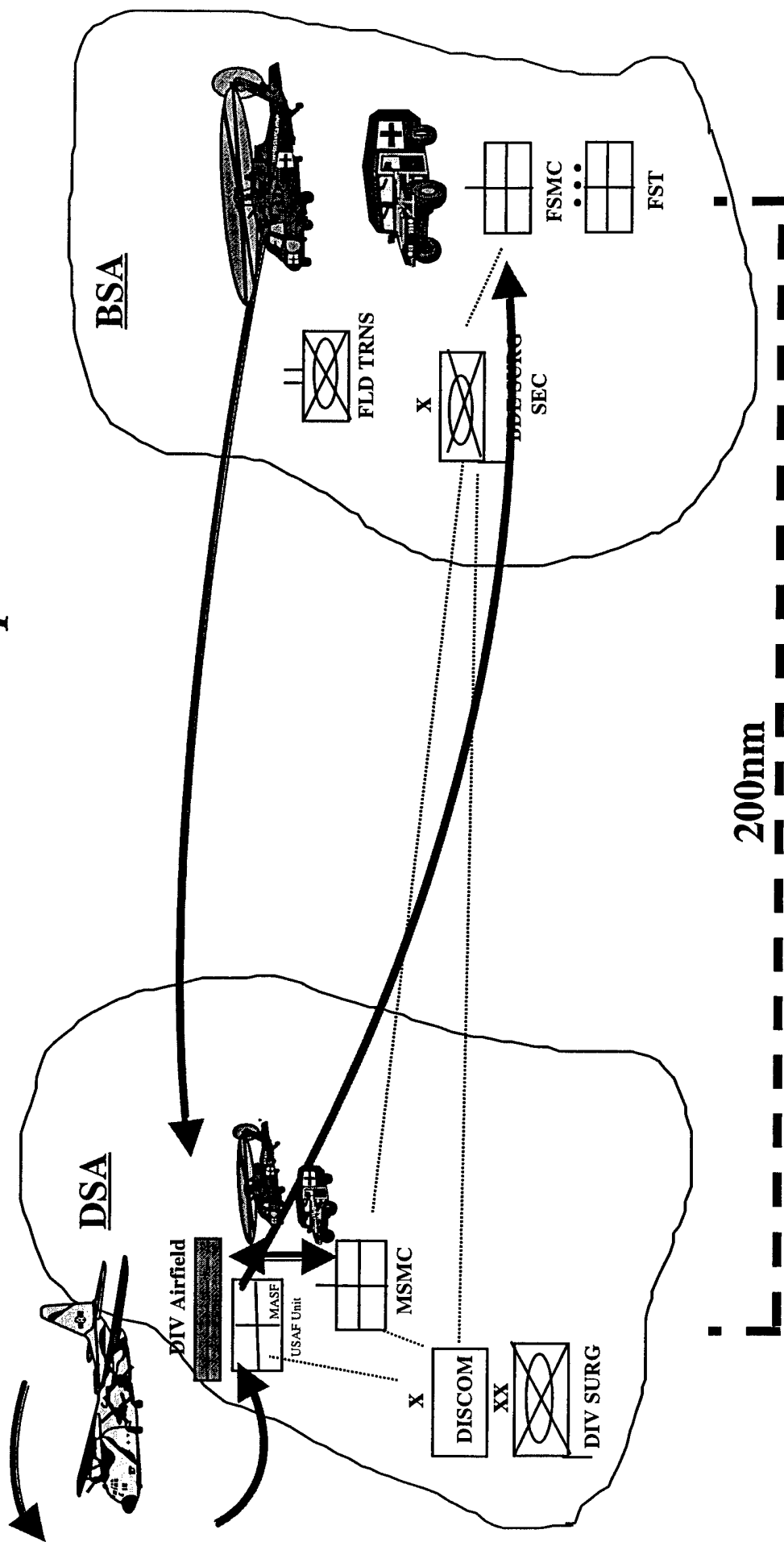
## *Concerns:*

- 24 hours vs on-call Aircraft
- Availability of Airfields
- Distance between DSA and BSA





# Force XXI Division Operations





# *Battlefield Evacuation Initiatives*



- Patient Movement Items
- Equipment Certification w/AF
- Incorporation into CENTCOM OPLAN
- Publish Doctrine

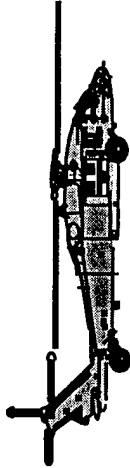
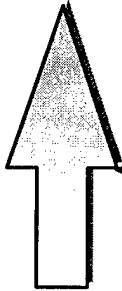
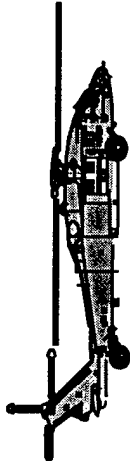




# UH-60 Modernization



OR



TOTAL TOE FLEET = 357 UH-60s

FY97	FY98	FY99	FY00	FY01	FY02	FY03
------	------	------	------	------	------	------

- DA DCSOPS goal is FY00
- Contingent upon NG Fielding Plan (60 UH-60s)

## UH-60 Conversion Kits

FY97	FY98	FY99
------	------	------

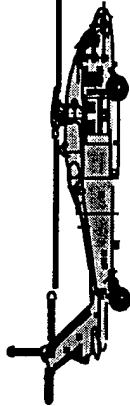
- Complete FY99

UH-60Q

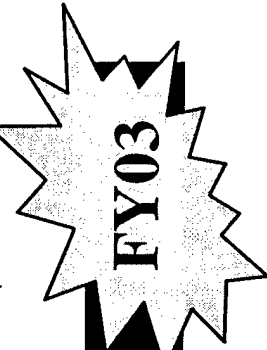
(4) (4)

FY97	FY98	FY99	FY00	FY01	FY02	FY03
------	------	------	------	------	------	------

- Currently unfunded (\$188.9M)



TOTAL TOE FLEET = 357 UH-60s  
(87 UH-60Q + 270 UH-60A)







# FAA Follow-up to VCSA

## 1 hour

*Topic* *Action* *To Be Briefed*

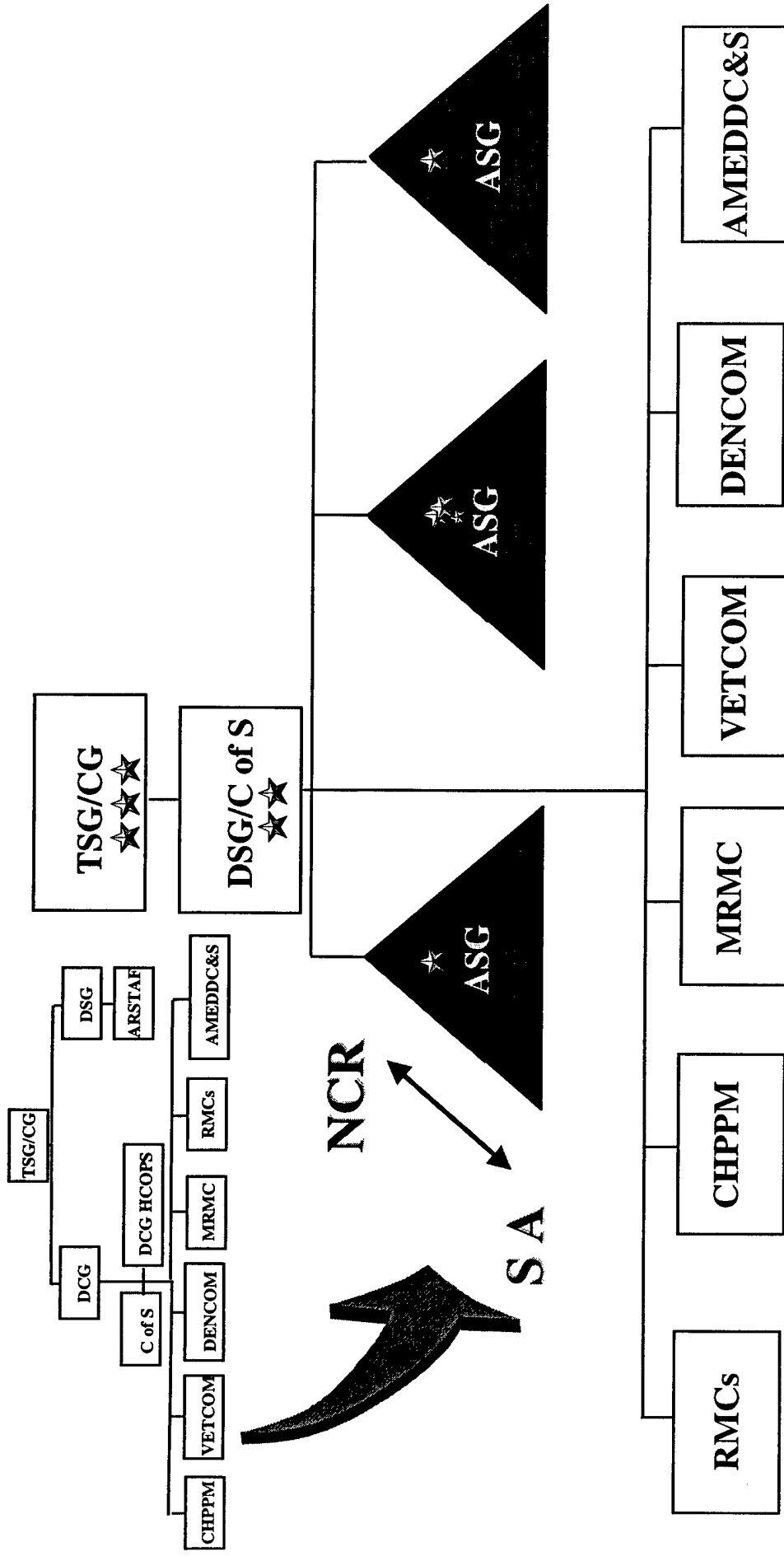
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Congressional Fellows	Info Paper Provided	
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Evacuation Update		X
MEDCOM Reorganization Update		X
AMEDD C&S to TRADOC		X
TDA Hospitals to TOE		X
TAA Hospital Status		X





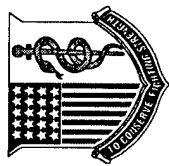
# AMEDD Streamlining Reorganization

## CURRENT STRUCTURE



- Capitalizes on communication technology
- Eliminates one layer
- Focus on ARSTAF-Pentagon Anchor Desk
- Speeds Responses
- Continue to reengineer
- Operate as one staff





# FAA Follow-up to VCSA

*1 hour*

*To Be Briefed*

*Action*

*Topic*

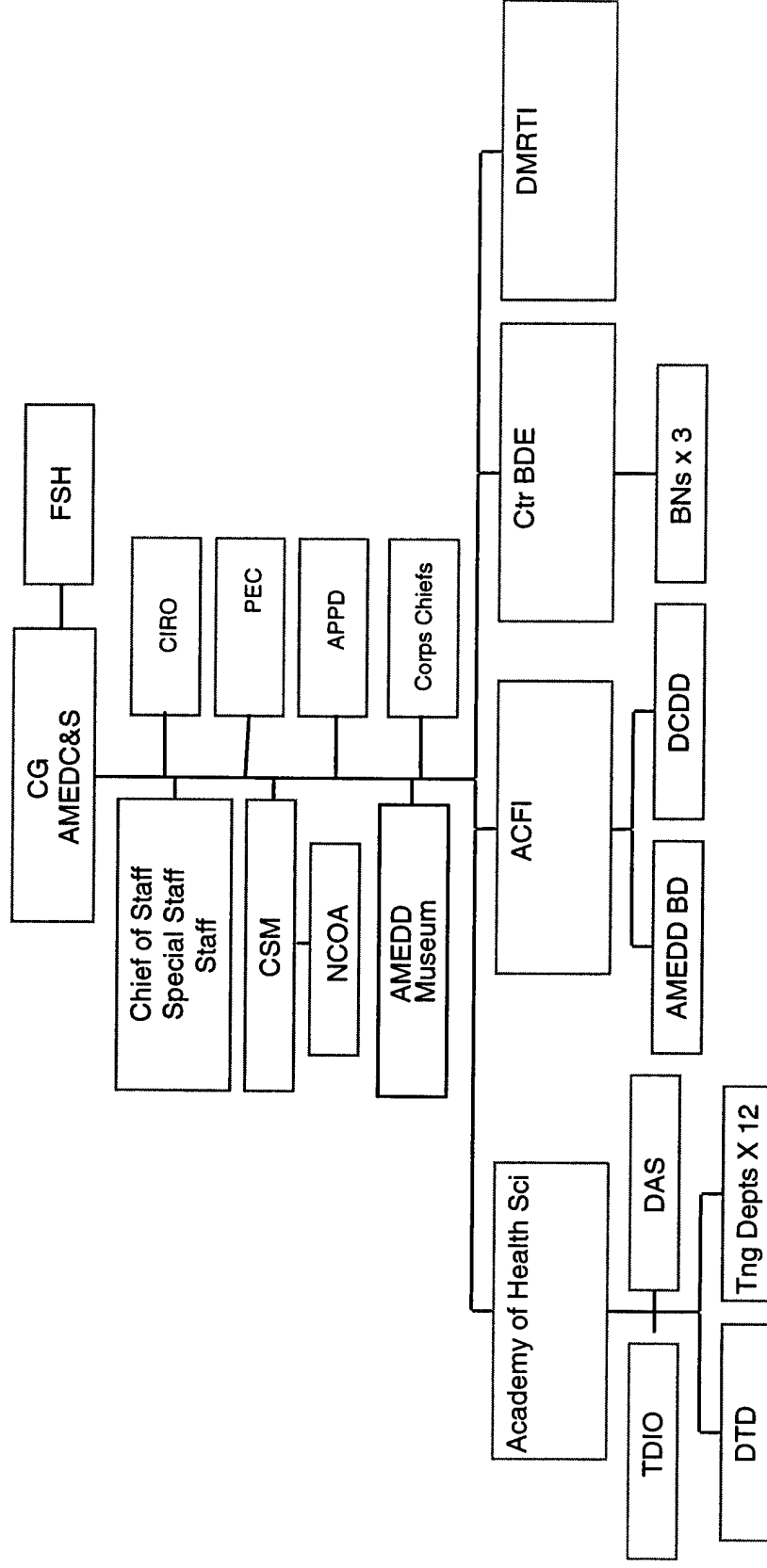
Combat Lifesaver Training	Info Paper Provided	
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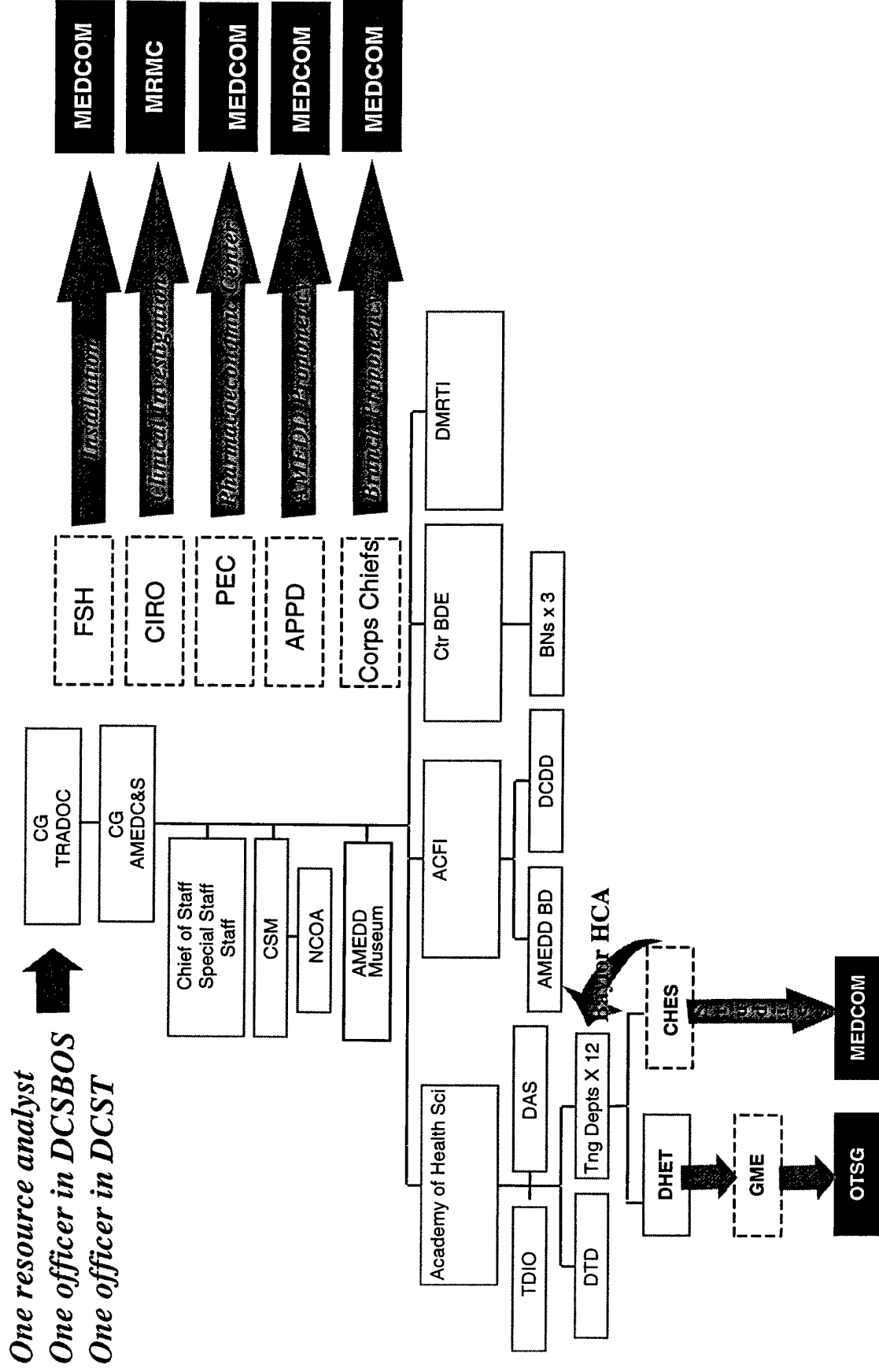
# AMEDD C&S transfer to TRADOC

## Existing Organization



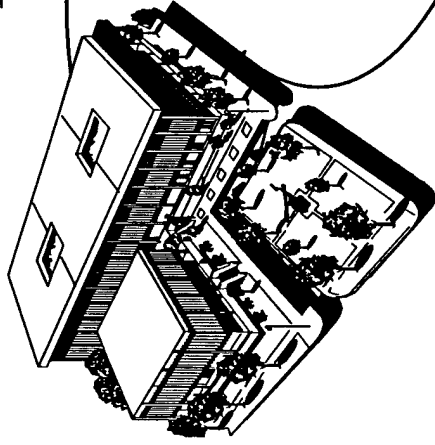


# AMEDD C&S transfer to TRADOC





# *TRADOC Can Do, but ...*



## **Issues:**

*Flow of dollars*

*- 2 funding streams-DHP & Army*

*Garrison function*

*- Currently MEDCOM installation*

*- Consolidation of staff with AMEDD C&S*

*Phase 2 Training*



## **TRADOC Position**

- No Compelling Reason to Transfer C&S to TRADOC
- Fragments medical community
- No obvious resource savings
- Would require additional resources to manage
- AMEDD & TRADOC work together



# FAA Follow-up to VCSA

## 1 hour



*To Be Briefed*

*Action*

*Topic*

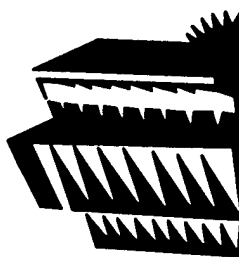
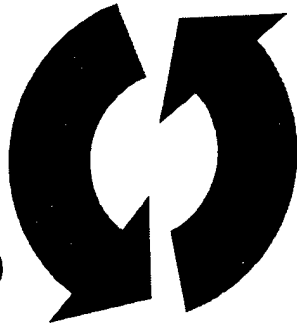
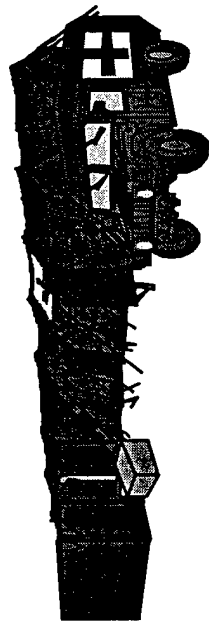
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TDA Hospitals to TOE		X
TAA Hospital Status		X





# TDA to TOE Integration Potential

~~1970~~



## 21st CSH

	REQ	AUTH
OFF	173	33
WO	2	2
ENL	430	410

## PROFIS

	REQ	AUTH
OFF	140	0
WO	0	20
ENL	20	

## Darnall

	REQ	AUTH
OFF	326	249
WO	1	1
ENL	368	329
CIV	1302	692

## Integration Results

	Caretaker Staffing	Savings
OFF	5	28
WO	1	1
ENL	95	234
Total		263

## 21st CSH/Darnall

	REQ	AUTH
OFF	173	173
WO	2	2
ENL	430	430

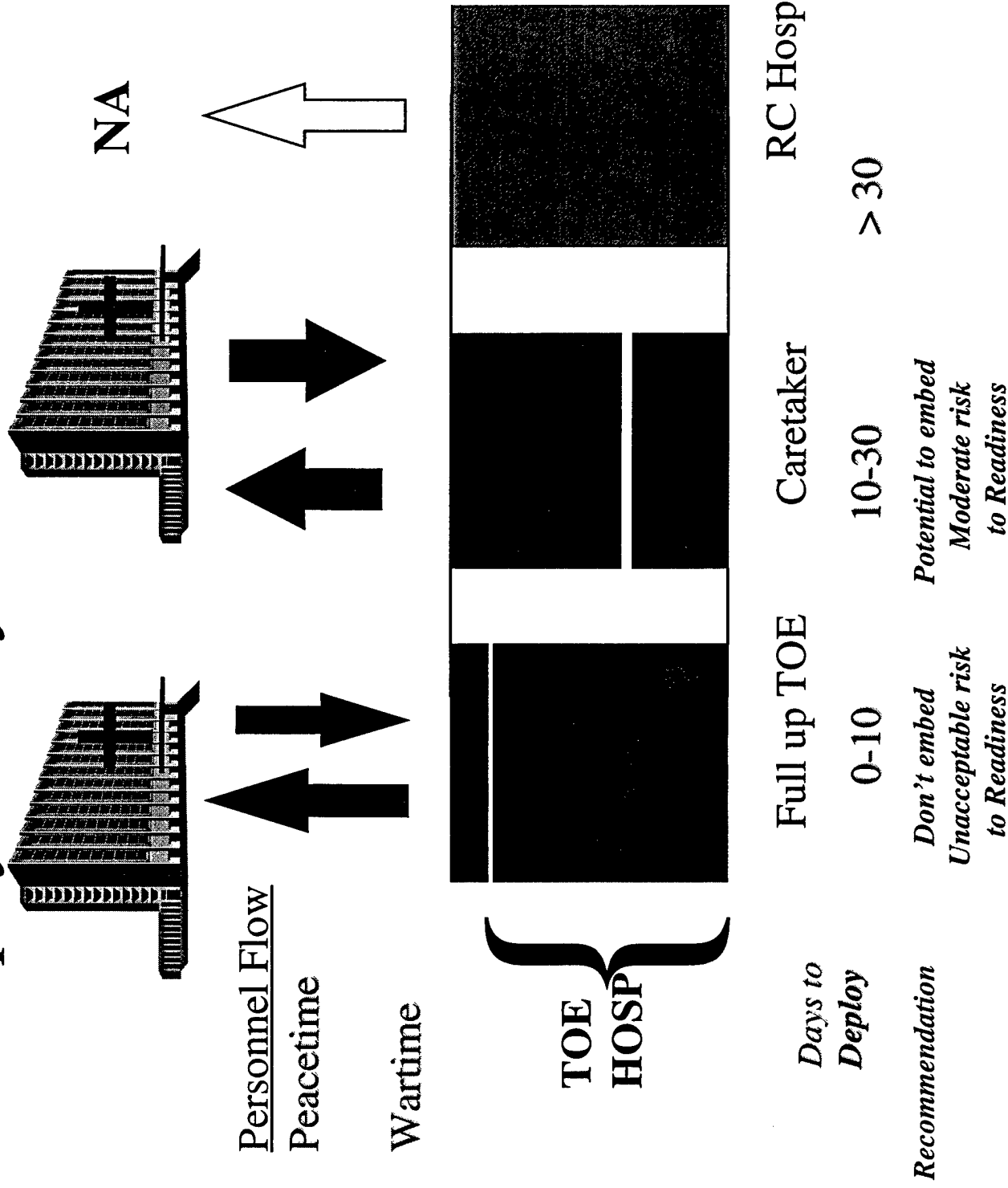
*Requires responsive Contractor!*  
*Requires responsive RC backfill!*

	REQ	AUTH
OFF	362	69
WO	1	0
ENL	368	0
CIV	1302	611

## TDA Augmentation



# Deployment Dynamics - Medical Readiness





*“Drive down the road of TOE imbedded in hospitals...plug/unplug...comprehensive backfill”*

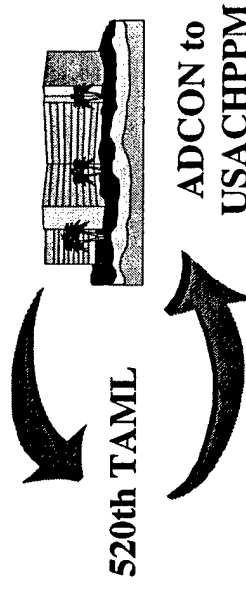
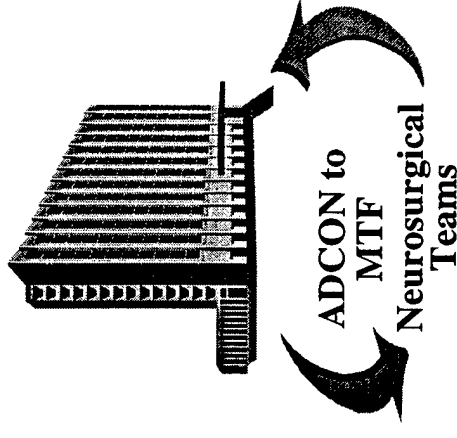
*VCSA, 19 Nov 96*

- *Goldwater-Nichols*
- *Funding Streams*
- *Personnel Accounts*
- *Readiness*

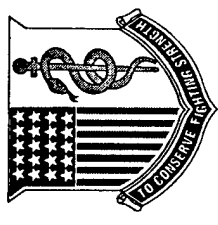


## *TOE embedded in TDA*

- ADCON selected units to MEDCOM activities to enhance readiness
- Efficient and effective use of personnel
- Maintenance and upgrading of specialized equipment
- Unit works and trains together
- Unit cohesion

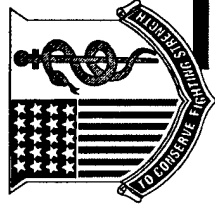






# *Administrative Control (ADCON)*

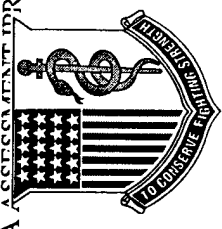
**ADCON** is the direction or exercise of authority over subordinate or other organizations in respect to administration and support including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, and discipline and other matters not included in the operational missions of the subordinate or other organizations. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support.



**Joint Pub 0-2**

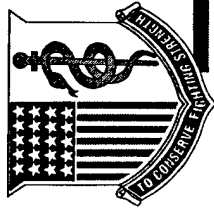
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# ***Benefits of Proposed Command & Control Structure***

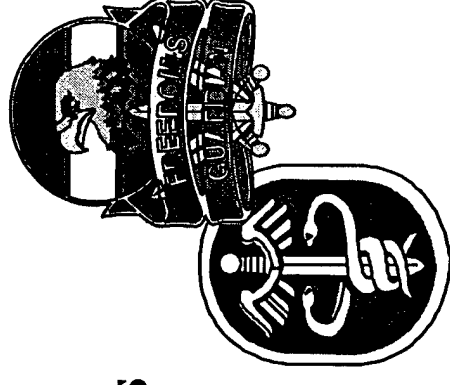
- **Validates direct communication**
- **Promotes stabilization of PROFIS assignments**
- **Centralizes PROFIS C2 elements**
- **Minimizes PROFIS procurement training process**
- **Maximizes soldier readiness training assets**





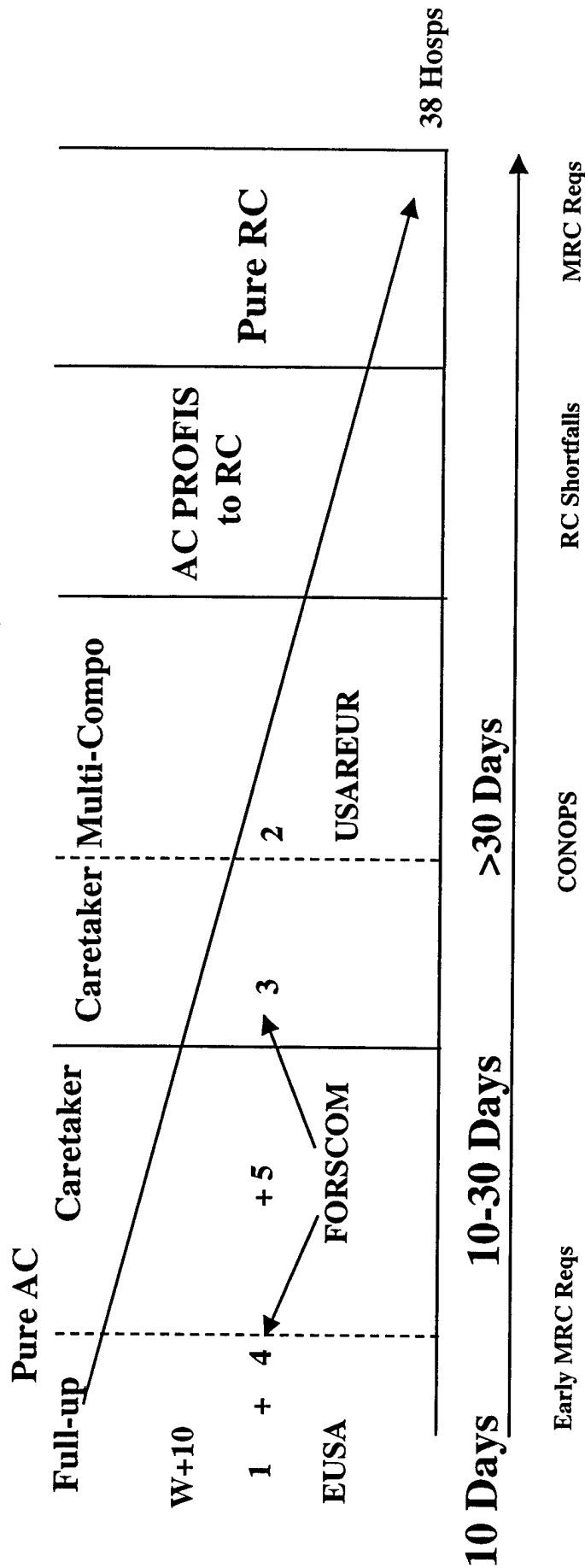
# ***FORSCOM Position***

- Can support MEDCOM as a MACOM (retains MEDCOM/TSG linkage)
- Can also provide matrix staff functions *if* MEDCOM subordination directed
- In any case, MEDCOM should retain AMEDD C&S
- Must retain mix of full TOE and Caretaker units
- Concur that ADCON of TOE units may improve medical readiness in “carefully selected ‘special’ units”
- Concur looking at ADCON concept of selected units
- Full TOE & Caretaker mix is more cost effective than full TOE & contract (and reduces wartime risk)





# Hospital Resourcing for TAA05

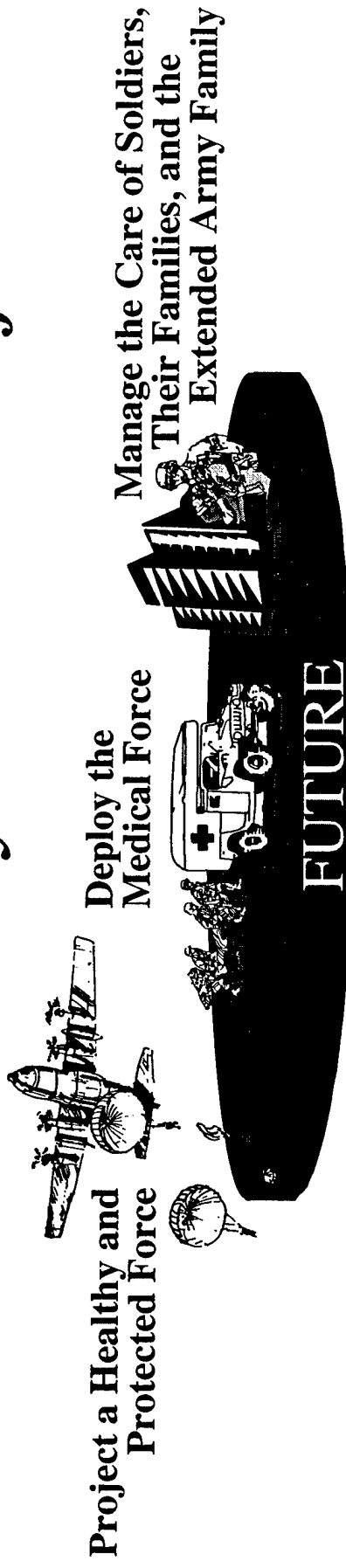


*Each Caretaker provides \$30 M of care paid by DHP*

- Full-up Hospitals**
- Reqs and most auths in FORSCOM, EUSA
- USAREUR**
- Caretaker Hosps**
- Reqs and few auths in FORSCOM
  - Most auths in MEDCOM as PROFIS
  - Cost Effective
  - DoD sizing model justifies manpower in DHP



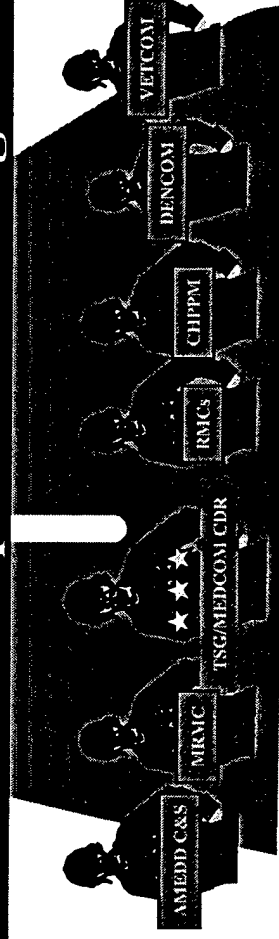
# *Recommended Army XXI Course of Action*



Allow MEDCOM to continue to reengineer

Allow FORSCOM and MEDCOM to pursue TOE/TDA integration and ADCON aggressively

Support robust AC hospital resourcing in TAA05





22 May 1997

## INFORMATION PAPER

SUBJECT: Combat Lifesaver Program

1. *Purpose.* To answer the question asked by the VCSA regarding Combat Lifesaver training and it's monitoring

2 Facts.

a. The original course materials were published as a group-study correspondence course in 1987. Hands-on testing was required then as now. In 1991, the combat lifesaver course was revised and reduced in length from five to three days of group training time. The most recent course revision was fielded in the first quarter of FY96. It included an updated equipment package. Course content is scheduled for review this fiscal year and a revision will be published and fielded in FY98.

b. Army Regulation 350-41, Training in Units, states in part that battalions/squadrons/separate companies will "ensure that each squad, crew, or equivalent-sized unit have at least one member trained as a Combat Lifesaver" and will further "ensure each combat lifesaver maintains proficiency" (para 12-2f). "Proof of combat lifesaver course completion that is provided by the Army Correspondence Course Program will be placed in accordance with AR 640-10. A pencil entry will be made in item 19 of the soldier's DA Form 2-1 noting the date that the soldier successfully completed the combat lifesaver course or successfully completed recertification testing" (para 12-5). "Combat lifesavers must be recertified every 12 months" (para 12-3d). Units also have an opportunity to brief their combat lifesaver proficiency status IAW FM 25-100 during the Quarterly Training Briefings (QTBs) for the AC and Yearly Training Briefings (YTBs) for the RC.

c. Currently the U.S Army Medical Department Center and School in consort with the National Guard Bureau and The Army Research Institute are developing a Distance Learning (DL) Combat Lifesaver Program. The prototype DL training program via T-NET is presently being field tested and validated with guard members at the RTS-Medical, Ft. Indiantown Gap, PA. An exciting adjunct feature of the training program is the use of computer based instruction in CD-ROM for self-study and sustainment training All preliminary indications show a strong potential for the successful Army-wide application of the Combat Lifesaver DL training program

William Lesjak/MCC-HI/DSN 471-6162



13 Jun 97

## INFORMATION PAPER

SUBJECT: Optimal Use of Army Flight Surgeons

1. Purpose. To answer the concerns of the VCSA regarding optimal use of Army flight surgeons.
2. Facts.
  - a. Issues bearing on the optimal use of Army flight surgeons are determination of which flight surgeons should be placed on flying status, minimum flight time requirements, duties and responsibilities, aid training standards/requirements.
  - b. A review off flight surgeon positions is being conducted to determine the threshold of flight duties required for a flight surgeon being placed on flying status. Only flight surgeons with substantial operational duties will be placed on flying status. Orders will be published upon recommendation of the Aviation Medicine consultant and approval of the Chief, Medical Corps Affairs. An annual review and update will be conducted
  - c. Army Regulation 600-105 requires flight surgeons to fly a minimum of 60 hours per year. Monthly Aviation Career Incentive Pay (ACIP) is based on DOD pay manual requirement of 4 hours flight time per month for active duty flight surgeons. On 28 May 1997, the HQDA DCSPER approved a MEDCOM request for reduction in the flight time requirement from 60 hours to 48 hours to correspond with the DOD requirement. The DCSPER published a message notifying the field of this change with an effective date of 1 June 1997, and will reflect the change in the next update of AR 600-105.
  - d. A MEDCOM instruction outlining the duties, expectations, and responsibilities for flight surgeons was mailed to all flight surgeons and distributed at the April 1997 Operational Aeromedical Problems course.
  - e. Training standards for flight surgeons have been developed but have yet to be incorporated into the Aircrew Training Manual (ATM) for competency based certification of flight surgeons. The standards are being staffed with the Aviation branch at Fort Rucker and are expected to be incorporated into the ATM not later than the 4th quarter FY97.

LTC William Caldwell/MCHO-CL-C, US Army MEDCOM



22 May1997

## INFORMATION PAPER

**SUBJECT: AMEDD Congressional Fellows**

1. Purpose. To answer the question asked by the VCSA regarding AMEDD officers serving in Congressional Fellowship positions on Capitol Hill

2. Facts.

a. Currently there are three AMEDD officers serving in formally sponsored Congressional fellowship positions, They are:

- (1) COL Larry Cook, DC, serving with Congressman Norwood (R-GA).
- (2) MAJ William Pratt, VC, serving with Senator Daschle (D-SD).
- (3) LTC Carl Settles, MS, serving with Sen Hutchinson (R-TX).

b. The fellowships are sponsored by the American Association for the Advancement of the Sciences (AAAS), a science and engineering based association. Each of the AMEDD officers was selected by a professional association that participates in the AAAS Congressional Fellowship program. They are as follows:

- (1) COL Cook - American Dental Association (ADA)
- (2) Maj Pratt - American Veterinary Medical Association (AVMA)
- (3) LTC Settles - American Psychological Association (APA)

c. The fellowships run for one year from September 1996 to August 1997. As the Army has recently restructured its Congressional Fellowship Program, it is not anticipated that the AMEDD will be participating in the AAAS program in the future. Beginning in Fiscal Year 1999, the AMEDD will have one branch immaterial billet to participate in the Army follow-on program to the APSA program.

LTC Michael Tate/DASG-GPA/681-4869



22 May1997

## INFORMATION PAPER

**SUBJECT:** Graying of the U.S. Army Reserve Physician Force

1. Purpose. To answer the question asked by the VCSA concerning the aging of the USAR physician force and the actions being taken to address the issue.

2. Background. The Army Surgeon General and Chief Army Reserve have both voiced concern that the limited number of younger physicians being recruited into the USAR, coupled with the increased attrition rate of physicians since Desert Storm may be fostering a significantly older medical corps force. Additionally, due to advanced age this force may exhibit significantly more nondeployability problems. Until recently, data development and analysis has not been adequate to provide senior leaders the tools needed to address USAR medical force aging, retention, recruiting and long term modeling issues.

3. Facts.

a. There are currently a total of 5046 physicians in the Army Reserve, including TPU, IMA, and IRR officers. Of that total, the following chart shows the breakdown with associated percentages of the 5046 total:

Age 60 and over	251	4.9%
55-59	373	7.4%
50-54	339	6.7%
45-49	847	16.8%
40-44	913	18.1%
Age 39 and under	2323	46.0%
Average age	49.85	

b. Recruiting and retention of physicians is not meeting expectations or requirements for mobilization. Current Troop Program Unit physician requirements for FY97 are 2016 (does not include Individual Mobilization Augmentees) and assigned are 1379 leaving a delta of 637(68.2% fill). FY97 recruiting mission is 200, of which 80 have been recruited as of 5 April 97. The three-year average loss rate for all physician specialties is 152 annually. Even accepting that physician recruiting and retention is a very complex issue, it is apparent that with the current program goals, we can never reach needed physician fill.

c. In a joint effort to address medical force demographic, retention and recruiting issues, the Army Medical Department Center and School Proponency Directorate and OCAR have initiated a force modeling project. Goals are to clearly identify by area of concentration/military occupational specialty: the available number of officers and key NCOs who are fully qualified;



accession and loss rates, by specialty and program; and the demographic factors which may affect the Army's ability to attract, train and sustain key specialties. Analysis of this information should allow leadership to make decisions regarding future medical department force structure size, composition by component, and the recruiting/retention programs necessary to sustain that force.

COL Cotten/MCRC/471-6423



22 May 1997

## INFORMATION PAPER

**SUBJECT:** Satisfaction with Joint Medical Readiness Training Center (JMRTC) training

1. Purpose. To answer the question asked by the Assistant Secretary of the Army (MR&A), if there was any evidence that the graduates of the Joint Medical Readiness Training Center course were not satisfied with the training.

2. Facts.

a. As a training department of the Army Medical Department Center and School, the JMRTC complies with Army training quality assurance mechanisms to include the administration of an "end-of-course" survey of all students every time a course is provided.

b. Based on a review of most recent survey for the Combat Casualty Care Course, completed 9 Dec 96, JMRTC received exceptionally high student satisfaction ratings.

c. Students appreciated such subject material as:

- 1) Night Sounds and Vision
- 2) Rappelling Operations
- 3) Traverse Suspension Bridge
- 4) Rope Bridge
- 5) Advanced Trauma Life Support
- 6) Field Hygiene
- 7) Introduction to the Effects of Chemical Agents
- 8) Map Reading
- 9) Use of a Military Compass
- 10) Litter Casualty Carries

d. In summary there is no evidence that there is any dissatisfaction with the JMRTC course by the graduates.

COL Maxwell/MCCS-H/DSN 471-8715



30 May 1997

## INFORMATION PAPER

SUBJECT: Dental Officer Recruitment and Retention

1. Purpose. To answer the questions raised by the VCSA regarding recruiting and retention in the Dental Corps.

2. Facts.

a. Since 1984, the U.S Army has not met its recruiting goal for Dental Officers. The retention rate of Dental Corps Officers has also decreased for all year groups (Military Dentists Special Pay Study, OASD(HA), February 1997). The optimal dental strength needed for an Army of 480,000 is 2552 full time equivalents. Dental Corps programmed budgeted end strength for FY98 is 1169. Current inventory is 1047 Dental Officers (90% of budgeted end strength). Projections indicate that, without intervention, the Dental Corps inventory will decline to 455 by the end of FY06. Surveys of Dental Corps officers indicate that pay is a primary concern. The current income of military dentists is approximately 50% of that earned by civilian dentists.

b. Internal efforts to increase Dental Officer recruitment include reprogramming 20 Medical Corps allocations to Dental Corps, development of an internal Dental Officer recruiting network, mailing letters encouraging ROTC students to consider the profession of Army Dentistry, obtaining assistance of retired and RC Dental Officers teaching in dental schools, advertisements, recruiting brochures, and recruiting information posted on the Internet. Internal efforts to increase Dental Officer retention include an initiative to improve the quality of practice, enhanced educational opportunities for junior officers, and improved communications with Dental Officers. The National Defense Authorization Act of 1997 authorized a modest increase in pays for junior Dental Officers and a \$30,000 Accession Bonus (through FY02). That act also required a Report to Congress regarding the feasibility of increasing the numbers of students enrolled in the Health Professions Scholarship and Financial Assistance Programs.

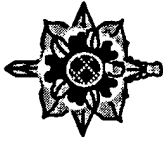
3. The Health Professions Scholarship Program is proven, effective recruiting tool. Ramping up the number of scholarships from 92 manyears to 432 manyears will significantly enhance Dental Officer recruitment and enable Army to remain competitive with Navy and Air Force (which have programmed increases in HPSP). With this increase in HPSP, the inventory projected for FY06 is 717.

4. To enhance retention, an increase in pays is proposed for Dental Officers with 8 or more years of service. This proposal to increase pays, initiated by the American Dental Association, will enable the Dental Corps to retain mid to senior grade officers necessary to provide care to soldiers.

5. The proposed increase in HPSP and the proposed special pay increase together may still be insufficient to stop the decline of our officer strength.

COL Joseph G. Webb, Jr./DASG-DC/DSN 761-3029





*United States Army Intelligence Center and Fort Huachuca  
Fort Huachuca, Arizona 85613*



# **Military Intelligence Functional Area Assessment**

**Presented to:**

**The Vice Chief of Staff of the Army**

**and**

**The Assistant Secretary of the Army (M&RA)**

**12 December 1996**





# FAA AGENDA

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- Introduction (MG Thomas)
  - Purpose
  - DA Guidance
  - Branch Overview
  
- MI Force Assessment (COL Davidson)
  - The Stage
    - Requirements (MRC/S&SO)/Design Imperatives
    - Dynamic Environment
  - DTLOMS
  
- Summary and Conclusions (COL Davidson)





# **PURPOSE**

---

- **To present an integrated FAA of the TDA and TOE MI Force**
- **Identify and resolve systemic issues affecting the Army's MI Force**





# DA GUIDANCE

---



- Describe how MI is evolving to meet Army XXI requirements, to include a view toward gaining efficiencies:
  - Future functional and organizational changes
  - The Land Information Warfare Activity (LIWA)
- Address:
  - IEW modernization and the reduction of legacy systems
  - MI field grade shortfall
  - NCO restructuring
  - Opportunities for outsourcing





# MI FUNCTIONAL AREA ASSESSMENT

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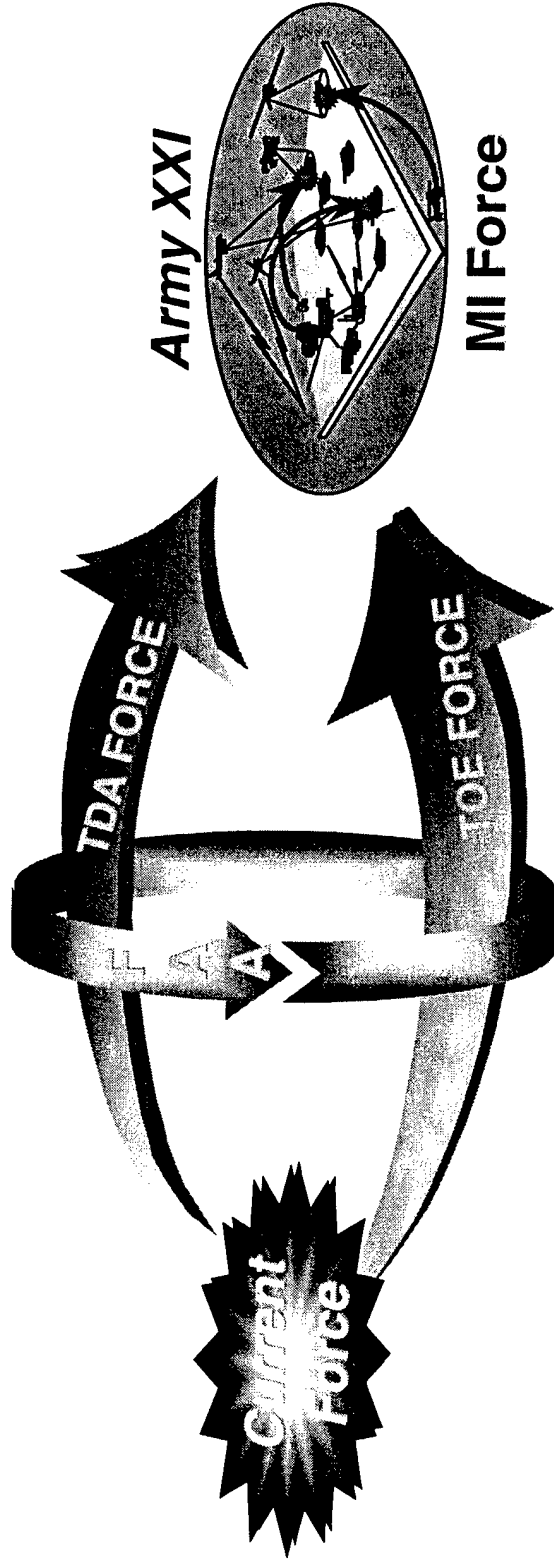
## MI Branch Overview





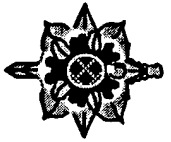
# WHY AN INTEGRATED FAA?

---



- TDA and TOE Force are operationally linked
- Both are changing based on...
  - Force XXI Concepts
  - Operational Lessons Learned
  - Technology
- Both define the future MI Force

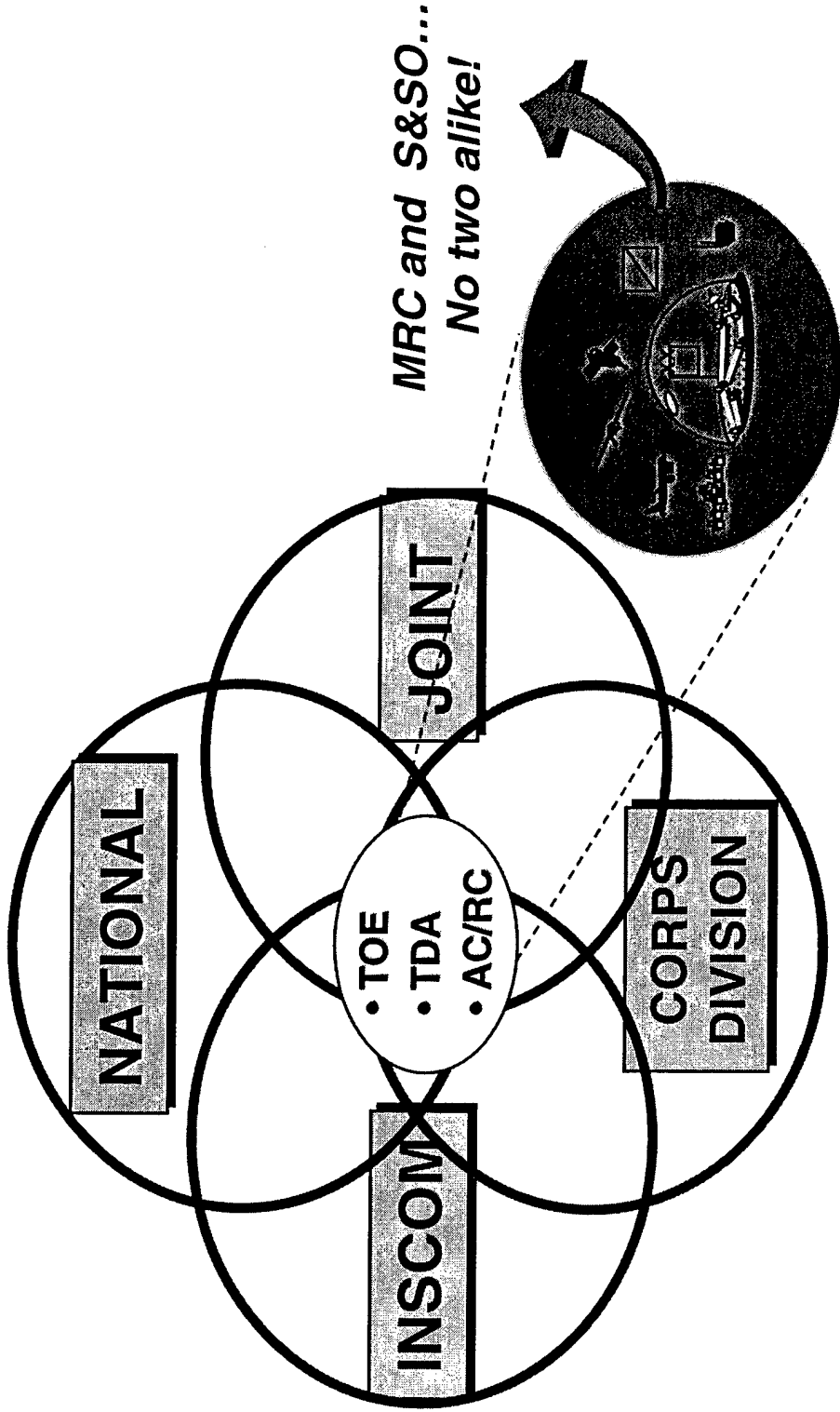




# THE INTEGRATED MI FORCE



*The lines are blurring . . .*



*. . .demanding greater Intelligence integration.*

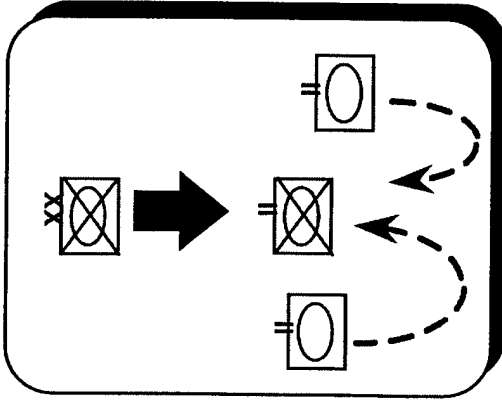




# EVOLUTION OF THE MI FORCE

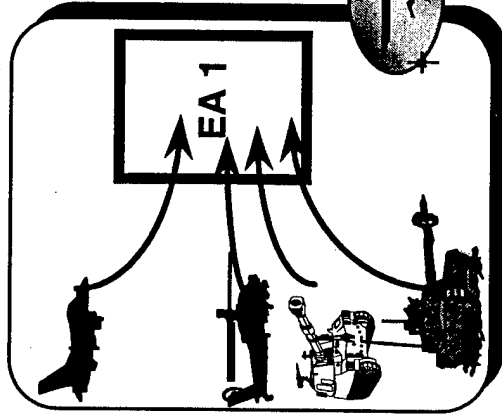


Active Defense



Mass Forces

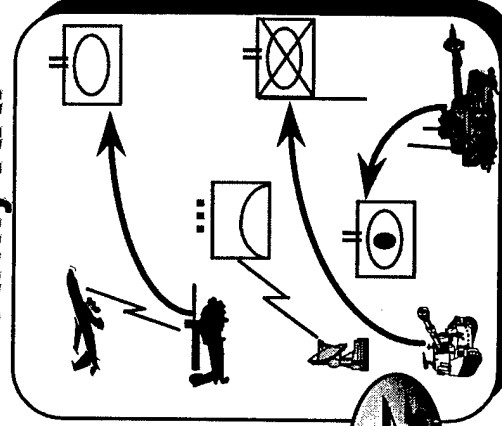
AirLand Battle



Mass Combat

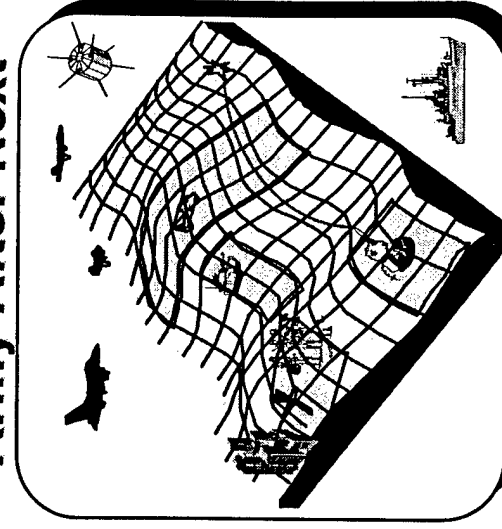
TODAY

Army XXI



Mass Effects

Army After Next



Mass Lethality  
& Information



-IEW- -INTEL XXI- -Info Dominance- -Virtual MI?-

- ASA
- USA Intel Agency

- INSCOM
- MI (CEWI)

- TF XXI
- Today's MI Force

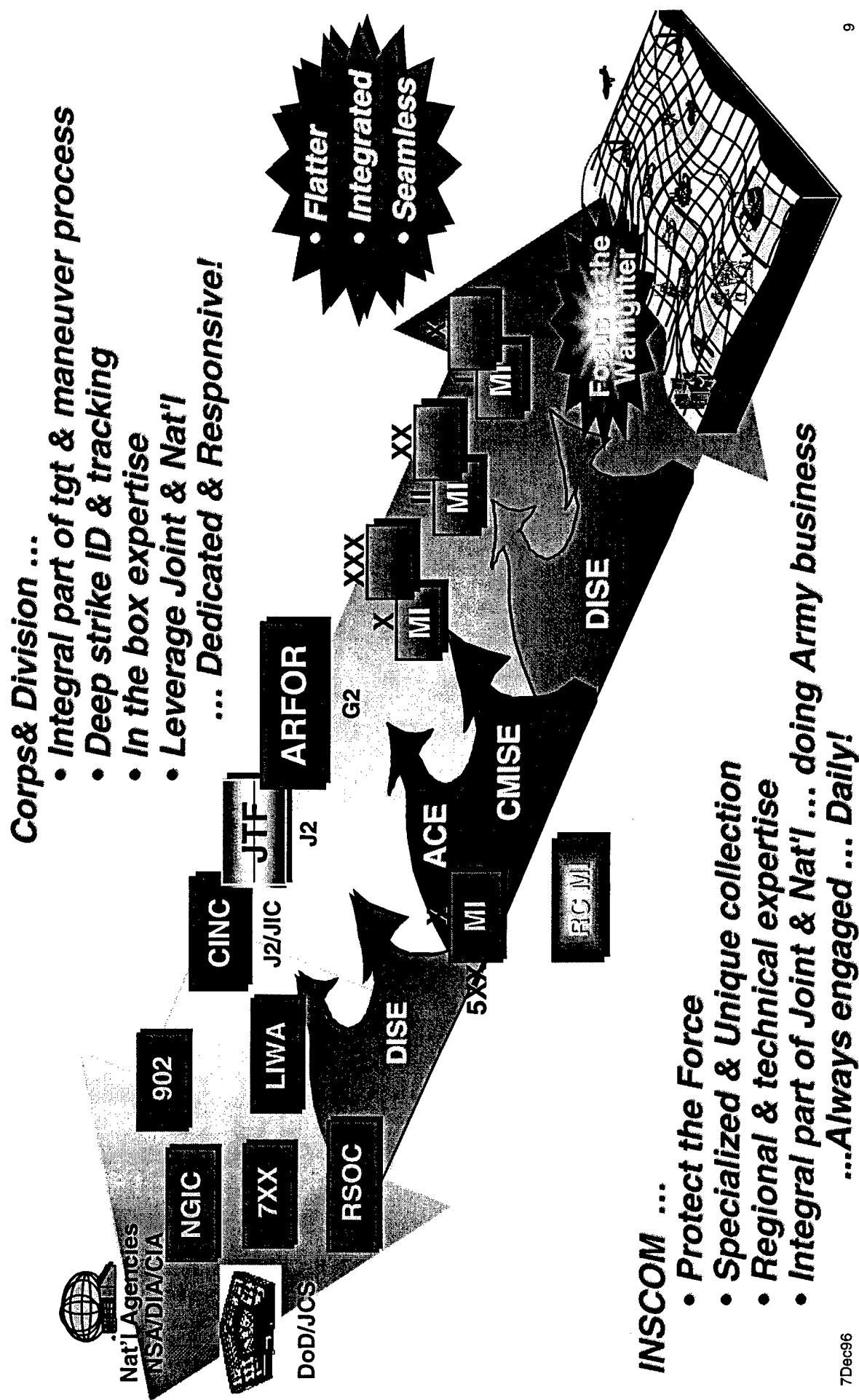
- MI (IW)
- INSCOM
- Re-investing for IW

- MI (AAN)
- Flat, internetted structures

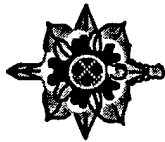




# THE ARMY'S MI FORCE







# SEAMLESS/INTEGRATED OPERATIONS

- BOSNIA -



## INSCOM



- Augmentees
- Linguists

### 513th MIB, INSCOM



- ARL
- Initial Predator UAV
- JSTARS Crew
- Augmentees

## USAIC&FH



- JSTARS Spt
- Augmentees
- Linguists

### 718th MI Gp, INSCOM



- 'Eagle Focus'
- DS to TF Eagle
- Unique Signals

### Bad Aibling



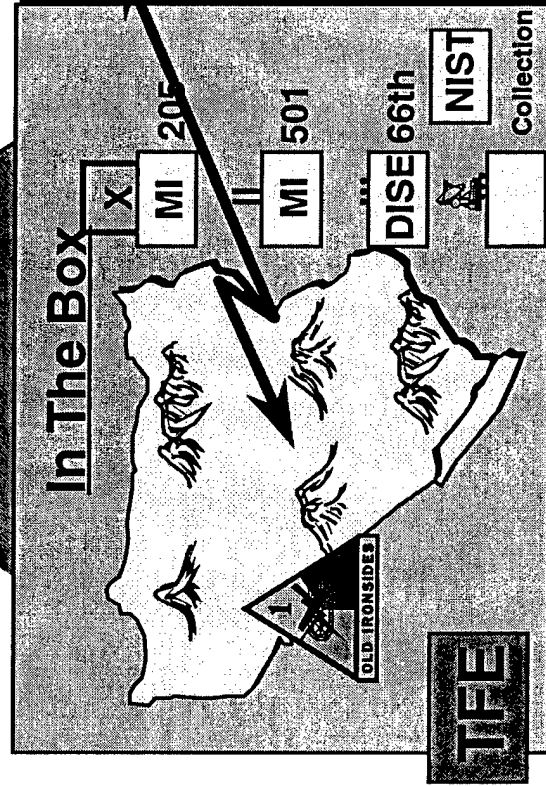
### 66th MI Gp, INSCOM

UCIRF



### Augsburg

- GOB
- SIGINT
- Imagery
- Force Protect
- Split-based Ops



## Direct Gateways To:

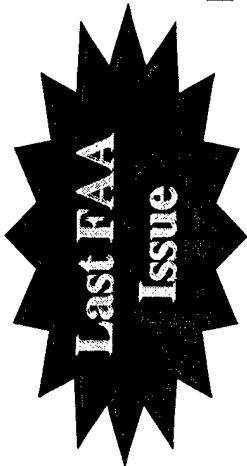
- UCIRF
- NGIC
- DIA
- NSA
- CIA
- EUCOM & JAC



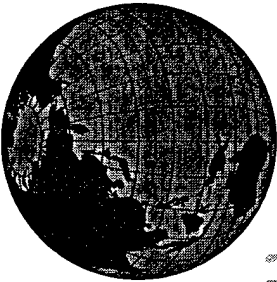


# ORGANIZATION

-- Reserve Component Restructure --



West

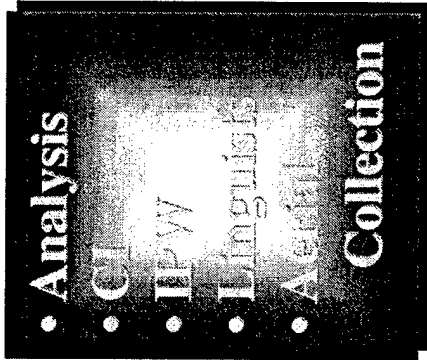


FPB

JTF



CORPS

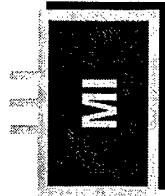


East



FPB

JTF



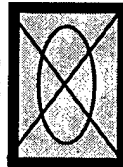
CORPS



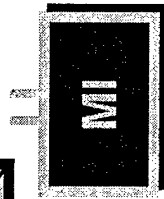
NGB

No Mirror Image  
No SIGINT Cascade

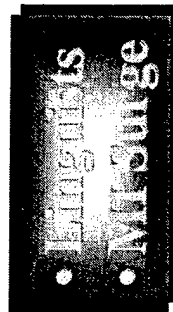
XX



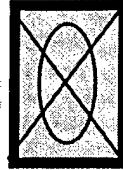
2 3



X



X



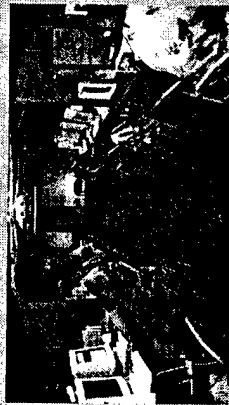
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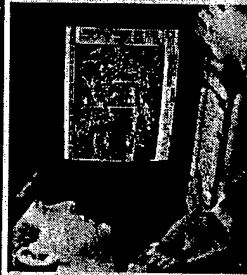




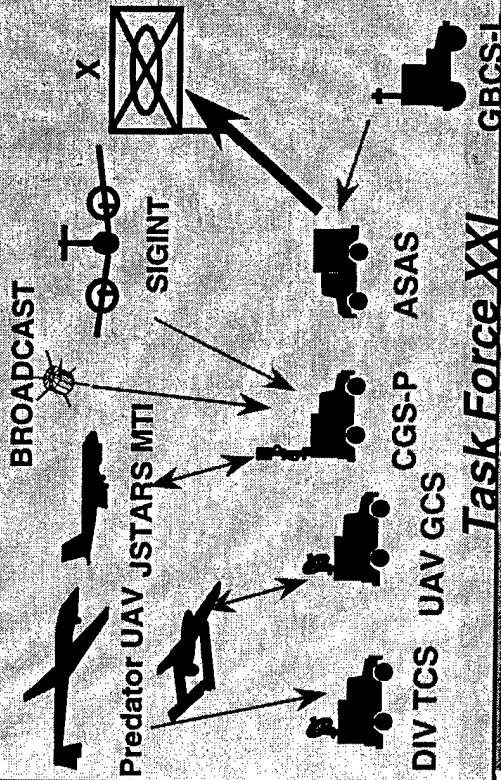
# MI TODAY



**Trained  
and  
Ready**



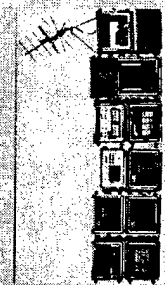
**Quality Soldiers & Civilians ... AC & RC**



GRCS



ARL



Enhanced Trackwolf



TUAV



ASAS



GBCS-L



CGS



IMETS

**Modernization Plan  
New Generation of Systems**





# CHALLENGES

---



- *Realistic Simulations for Combined Arms Training*
- *Field Grade Shortfall - Leadership & Experience at the Right Places*
- *Accurate & Responsive Support to Targeting & Deep Strike*
- *As we discuss the current force, we must understand the “non-dollar” operational costs (i.e.. risks) to our commanders*





# MI FUNCTIONAL AREA ASSESSMENT

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## THE STAGE





# Design Imperatives

---



- Combined arms integration ... part of the team
- Intelligence capability at each echelon ...
  - retain analysis, access, leverage & influence
  - retain smart "receptacles" and tailorable "plugs"
  - build tailorable & scalable capabilities
  - right expertise
- Provide tiered & balanced capabilities ...
  - air & ground
  - one echelon/discipline/collector ... can't do it all
- Achieve efficiencies





# ARMY XXI

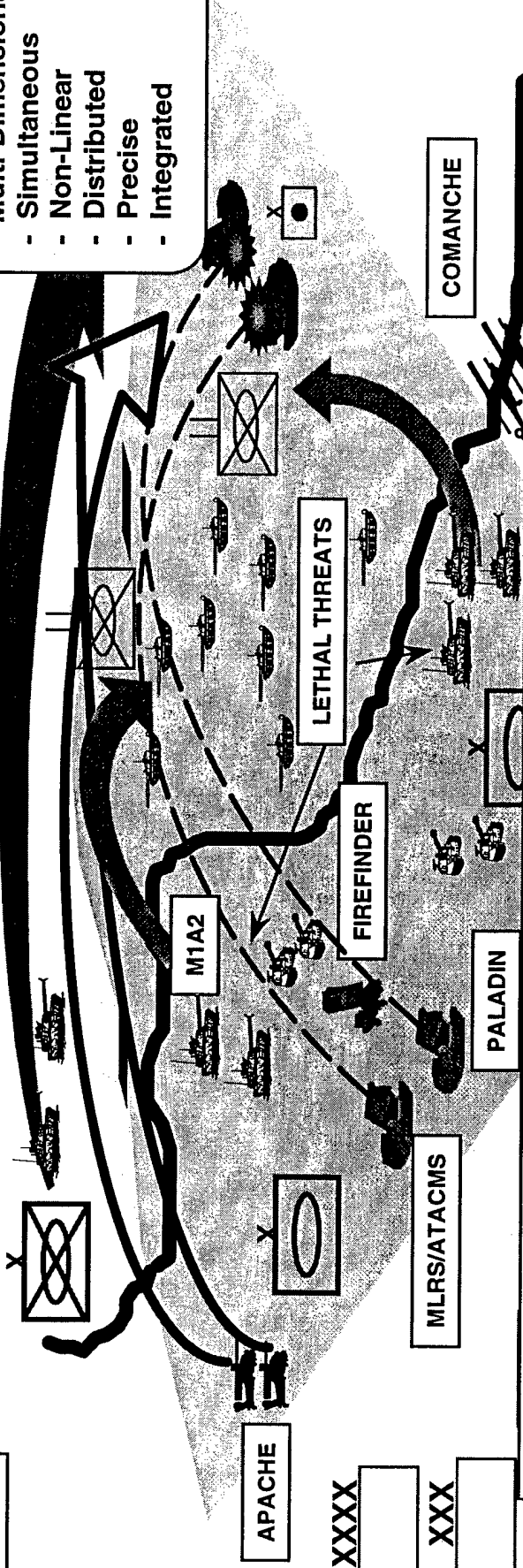


To Mass Effects...

CAS/AI

## CHARACTERISTICS

- Multi-Dimensional
- Simultaneous
- Non-Linear
- Distributed
- Precise
- Integrated



... Army XXI Commanders require accurate and responsive:

- Surveillance in depth... 360 degrees
- Precision Target location, ID, tracking & BDA
- Links to Joint, National, Coalition capabilities
- Shared situational understanding (BV)
- C2W - Electronic Attack
- Force Protection
- Battle Management/Force Tracking
- Combined Arms training & leader development

WHAT  
MI MUST  
DELIVER

Information &  
Battlespace  
Dominance





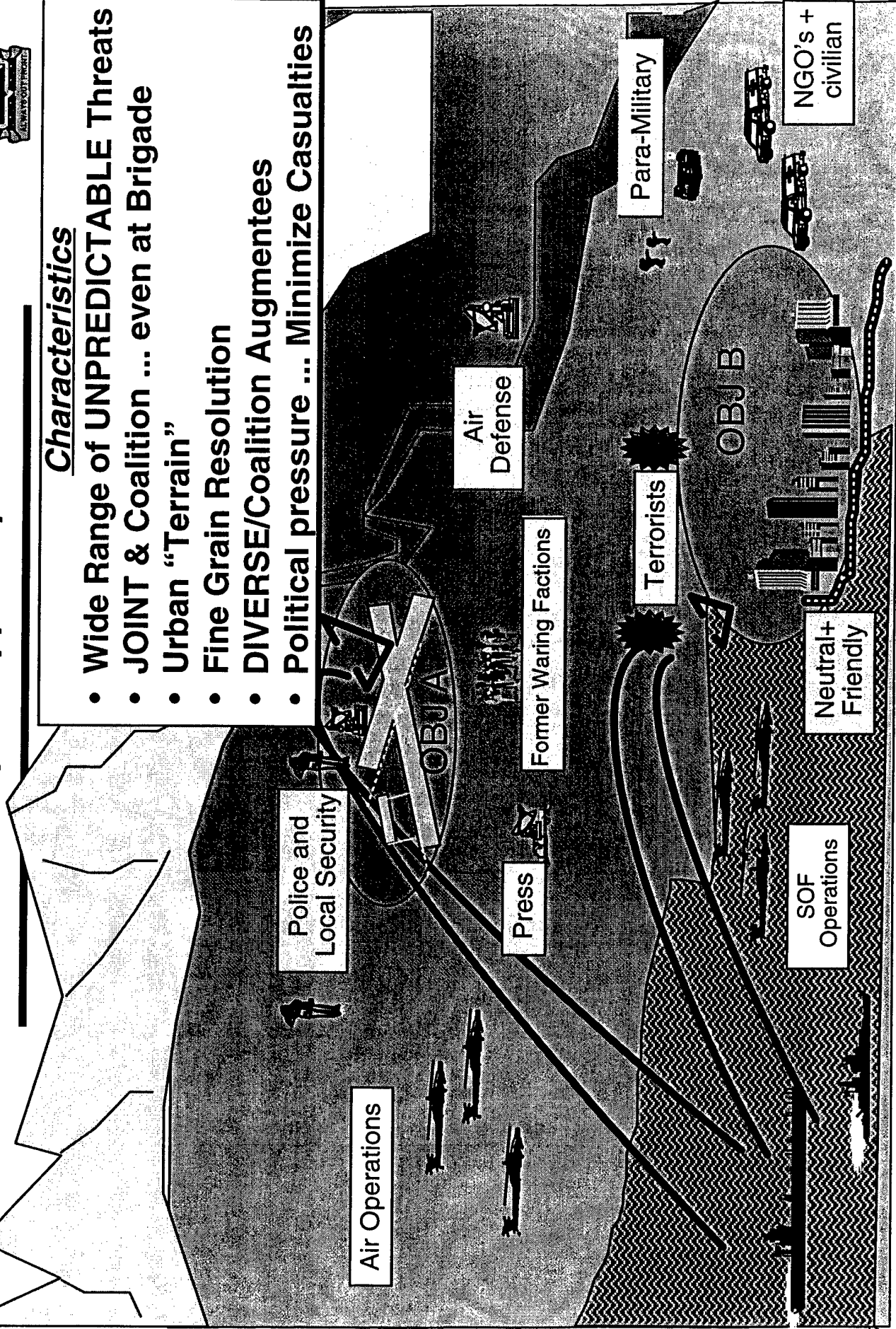
# ARMY XXI

-- Stability & Support Ops --



## Characteristics

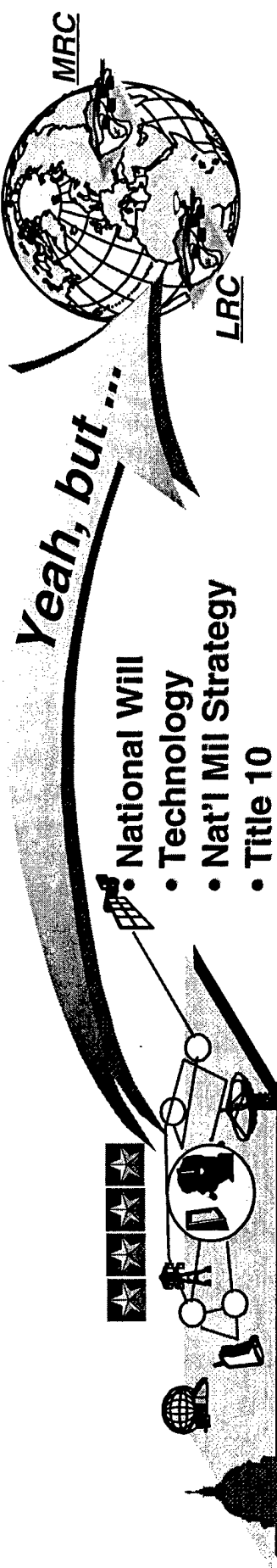
- Wide Range of UNPREDICTABLE Threats
- JOINT & Coalition ... even at Brigade
- Urban "Terrain"
- Fine Grain Resolution
- DIVERSE/Coalition Augmentees
- Political pressure ... Minimize Casualties







# WHY NO ONE ECHELON CAN DO IT ALL!



- National Will
- Technology
- Nat'l Mil Strategy
- Title 10

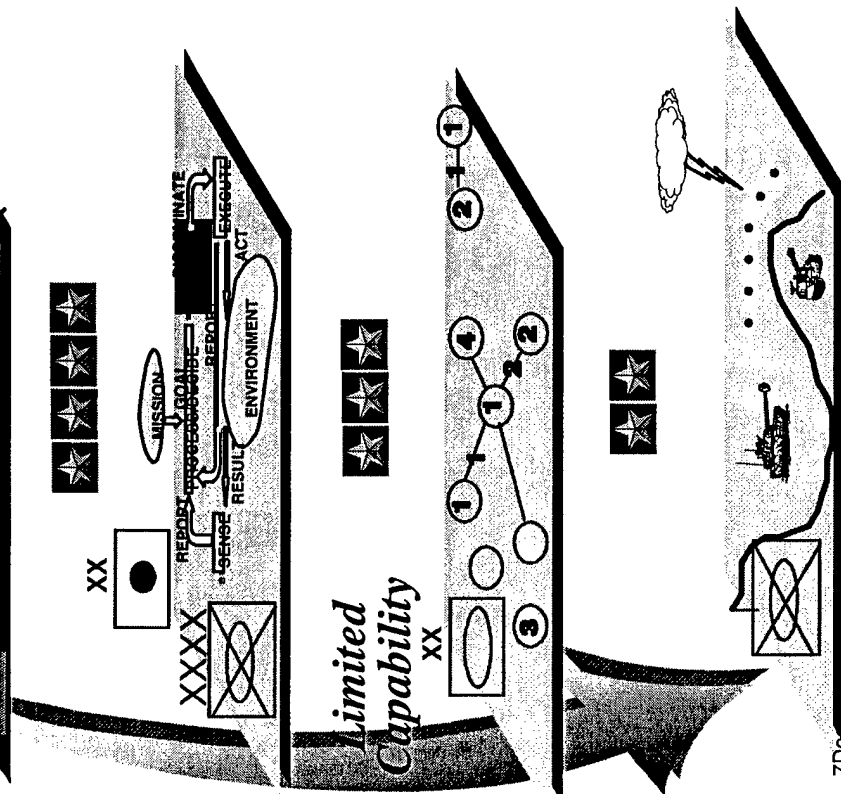
- POL/MIL
- Centers of Gravity
- Infrastructure
- WMD
- Surge Capabilities

- Track
- Deep strike
- Correlation of Forces
- Detailed Analysis

- Obstacles
- Environment Impacts
- Targeting

- Differing Rqmts
- Focus
- Volume
- Responsiveness

Within First 150km	
• Sitters	221
• Emitters	17,550
• Movers	12,387
• Shooters	17,213
• Hiders	200+





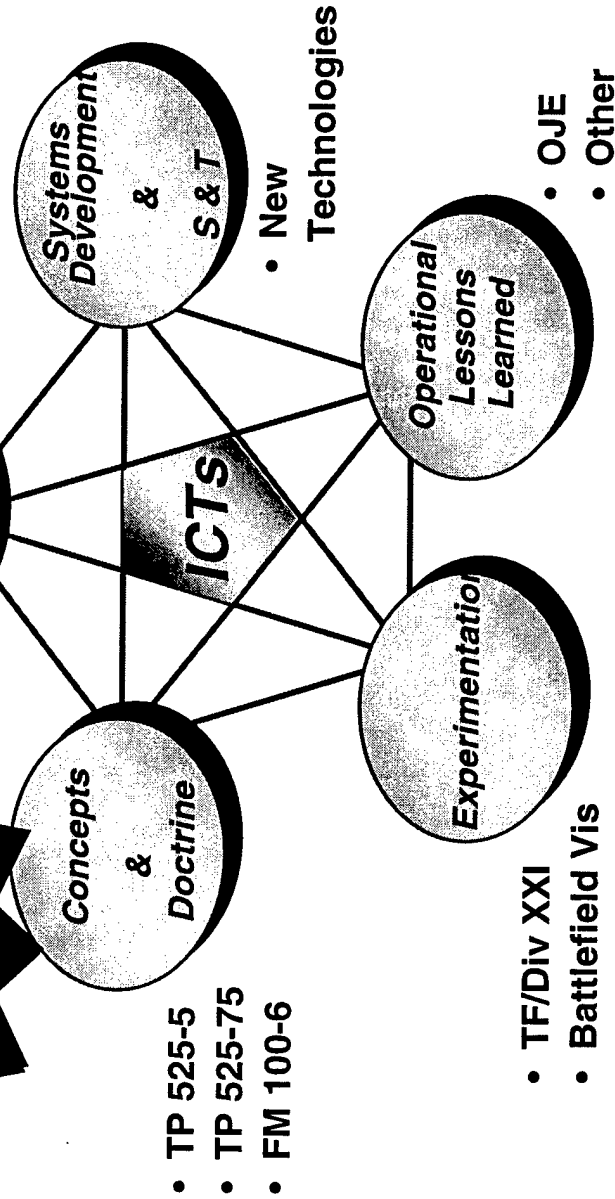


# FUTURE MI FORCE



- ISR JWICA
- Umbrella FAA
- C4ISR Msn Assess
- QDR

- Div XXI - FY98
- Corps XXI - FY99



## Objectives:

- Evolve with Army Requirements
- Leverage National & Joint
- Integrate New Technologies
- Pursue efficiencies, but remain capable

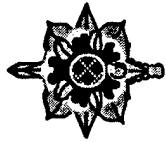
## Integrated Concept Teams

- SIGINT - Apr 97
- C/HUMINT - Feb 97
- Battlefield Vis - Ongoing
- Aerial Common Sensor - Feb 97
- TENCAP - Comp

## Studies

- INSCOM HQ Review - Mar 97
- Imagery Mix ~ Mar 97
- SIGINT Mix ~ Mar 97





# MI FORCE ASSESSMENT

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**DOCTRINE**

**TRAINING**

**LEADER DEVELOPMENT**

**ORGANIZATION**

**MATERIEL**

**SOLDIERS**





# DOCTRINE



Proven in:

- Desert Storm
- Restore Democracy
- Joint Endeavor

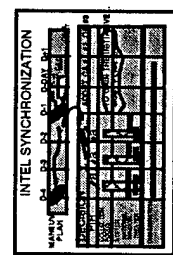
Integrated into, and  
the basis for, most  
Joint Intel Doctrine

THE COMMANDER  
DRIVES INTELLIGENCE



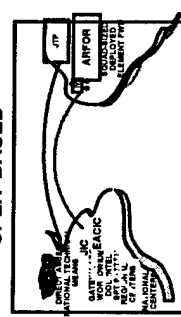
MI

INTEL SYNCHRONIZATION



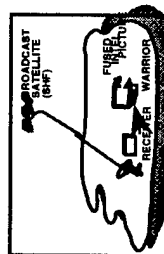
MELD W/OPERATIONS

SPLIT-BASED



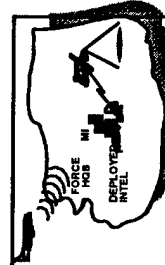
FOCUS DOWN

BROADCAST



"SMART" PUSH.  
"SMART" PULL.

TACTICAL TAILORING



FLEXIBLE & VERSATILE

INFORMATION OPERATIONS



Interagency

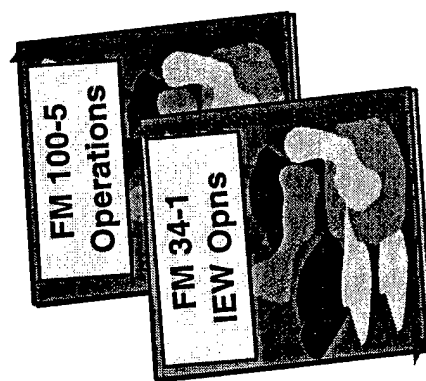


Joint



Combined

Relevant To Future  
- Army 2010  
- Army After Next







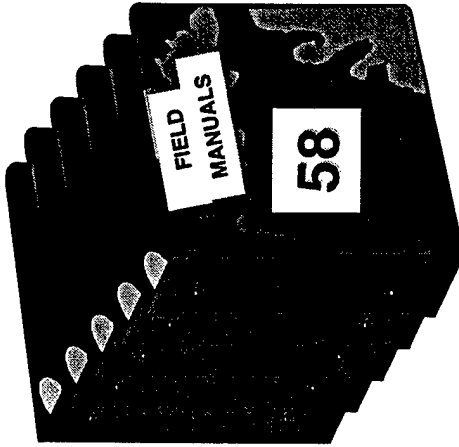
# DOCTRINE

## -- Field Manual Modernization --

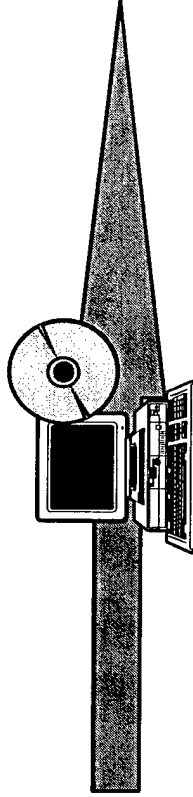


- Reduce the Number of Manuals
- Eliminate Paper Based System
- Save \$720K in production/publishing costs

FY96



FY97



On-line  
Multi-media

FY02



### Priorities

- FM 34-1 Intel Ops (ICW Rewrite of 100-5)
- FM 34-80-5 & 34-10/ST (Digitized TTP for EXFOR)
- FM 34-37 EAC Intel Ops
- FM 34-40 Intel Spt to Info Ops





# MI FORCE ASSESSMENT

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**DOCTRINE**

**A TRAINING**

**LEADER DEVELOPMENT**

**ORGANIZATION**

**MATERIEL**

**SOLDIERS**





# INTEL TRAINING XXI

-- Goals --

---



- ✓ **Produce trained & ready information age soldiers and leaders**
- ✓ **Build a seamless training architecture - schoolhouse to field**
- ✓ **Field and sustain a flexible, realistic, and relevant simulation driven training capability for combined arms & MI BOS**
- ✓ **Improve intelligence training provided combined arms soldiers, staffs & commanders**



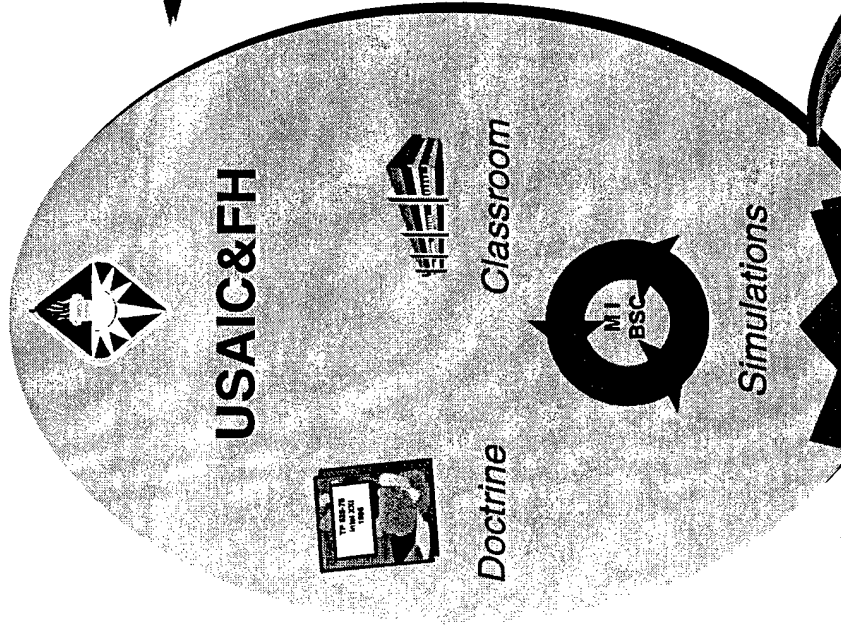


# INTEL TRAINING XXI



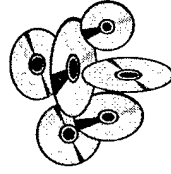
Deliverables from Center

Deliverables from Field



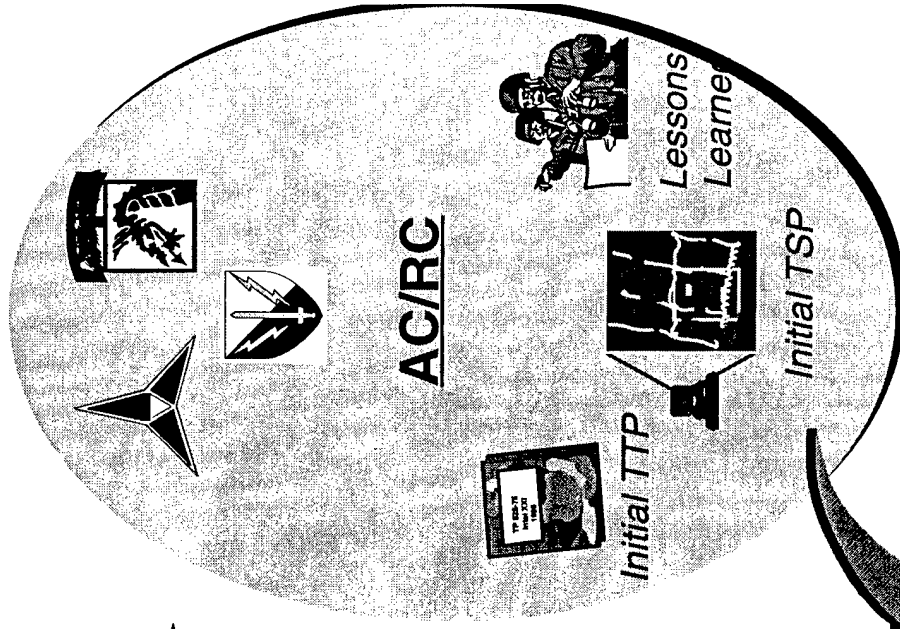
*Partnership*

*Using*



*Distant Learning*

- Courseware
- World Wide Web (UNCLAS)
- INTELINK-S (SECRET)
- INTELINK (SCI)

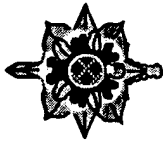


**Computer In The Hands Of Each OAC Student**

**LINK 33**

**Develop Materials Once For The Total Force.**





# ARMY XXI TRAINING CHALLENGE



Must Provide a Realistic Environment To Be Effective ...

Tracking & Handoff

Deep Engagement  
Re-Strike

Close Combat

Mid-Intensity and  
Stability & Support Opns

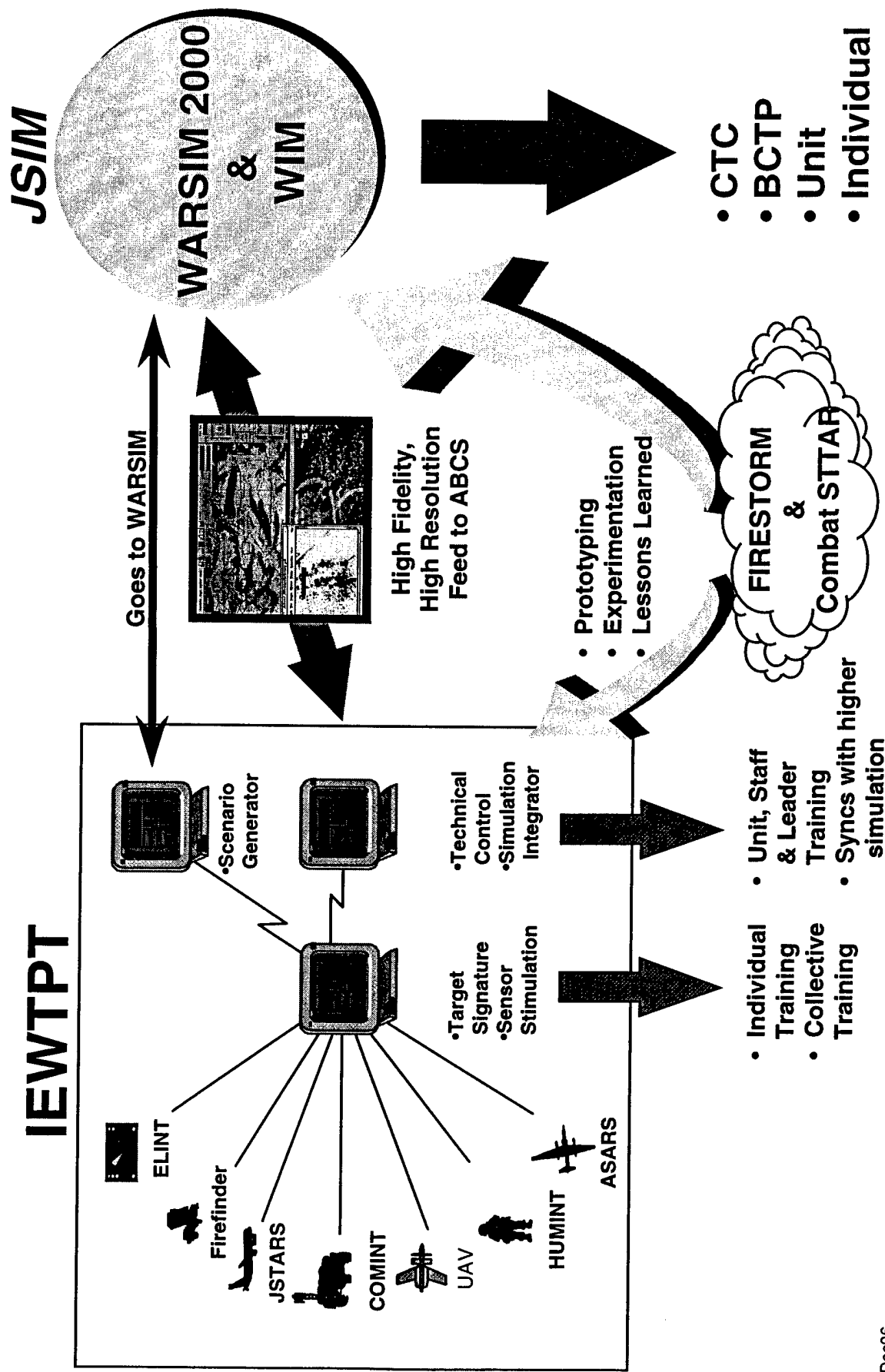
- Time
- Precision
- Synchronization

Must Support Consistent Combined Arms Unit, Staff, & Leader Training





# SIMULATION ARCHITECTURE





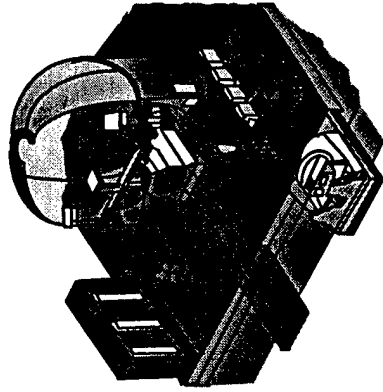


# TRAINING

-- Improved Intel Training --



## FAA ISSUE: Lack of Realistic, Robust Simulation Driven Combined Arms Training Capability



### DISCUSSION:

- Validated requirement, but remains unfunded in DAMO-TR
- IEWTPT required to:
  - produce high fidelity, high resolution simulations
  - support Combined Arms & Leader Training
  - support institutional, individual and collective training
  - achieve WARSIM 2000 objectives
  - meet CSA's intent to improve intel training for combined arms and MI BOS

### Recommendation: Support \$20M UFR for IEWTPT

	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>
RDTE	\$6M	\$2M	\$5M
OPA	\$2M	\$4M	\$5.5M





# MI FORCE ASSESSMENT

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**DOCTRINE**

**TRAINING**

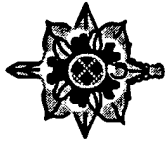
**A LEADER DEVELOPMENT**

**ORGANIZATION**

**MATERIEL**

**SOLDIERS**



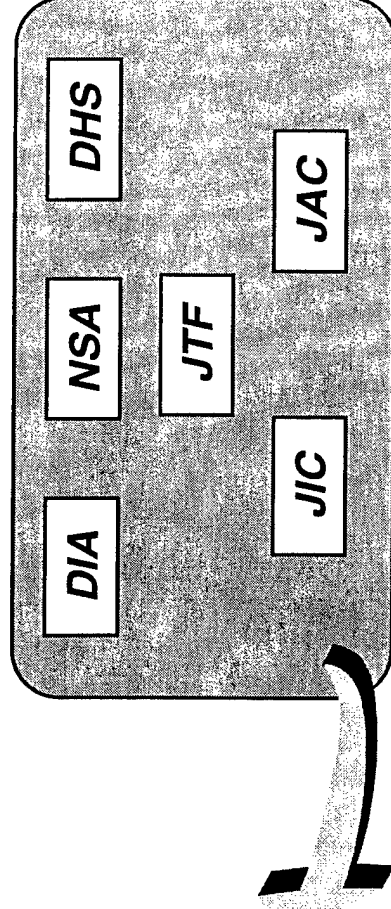
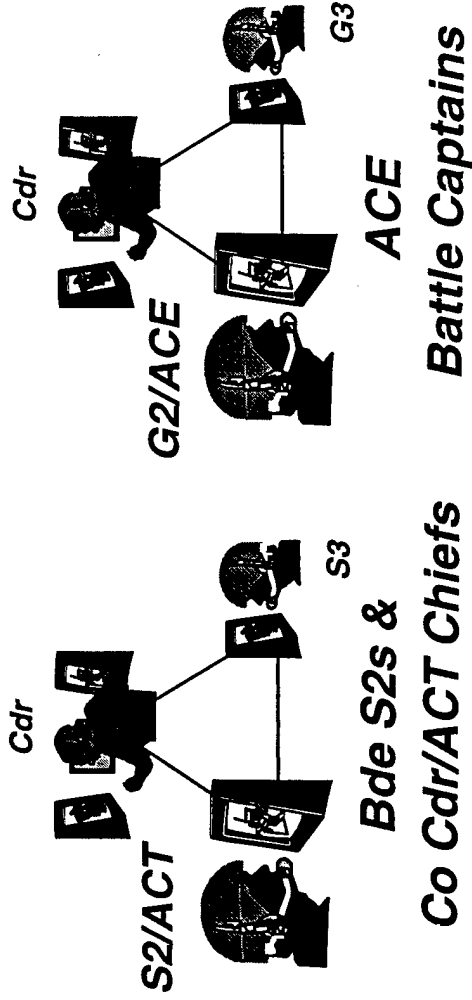


# LEADER DEVELOPMENT

-- Overview --



- S-2s, NCOs & Co Cdr/ACT Chiefs confident in Brigade IEW operations, able to drive ASAS/CGS operations, effective wargamers and predictive analysts in war and S&SO.
- ACE Battle CPTs, WOs, & NCOs confident in building intel architectures, able to lead ASAS operations, and predictive analysis in war and S&SO.
- Competent JTF officers, WOs, & NCOs capable of operating in the Joint Environment.

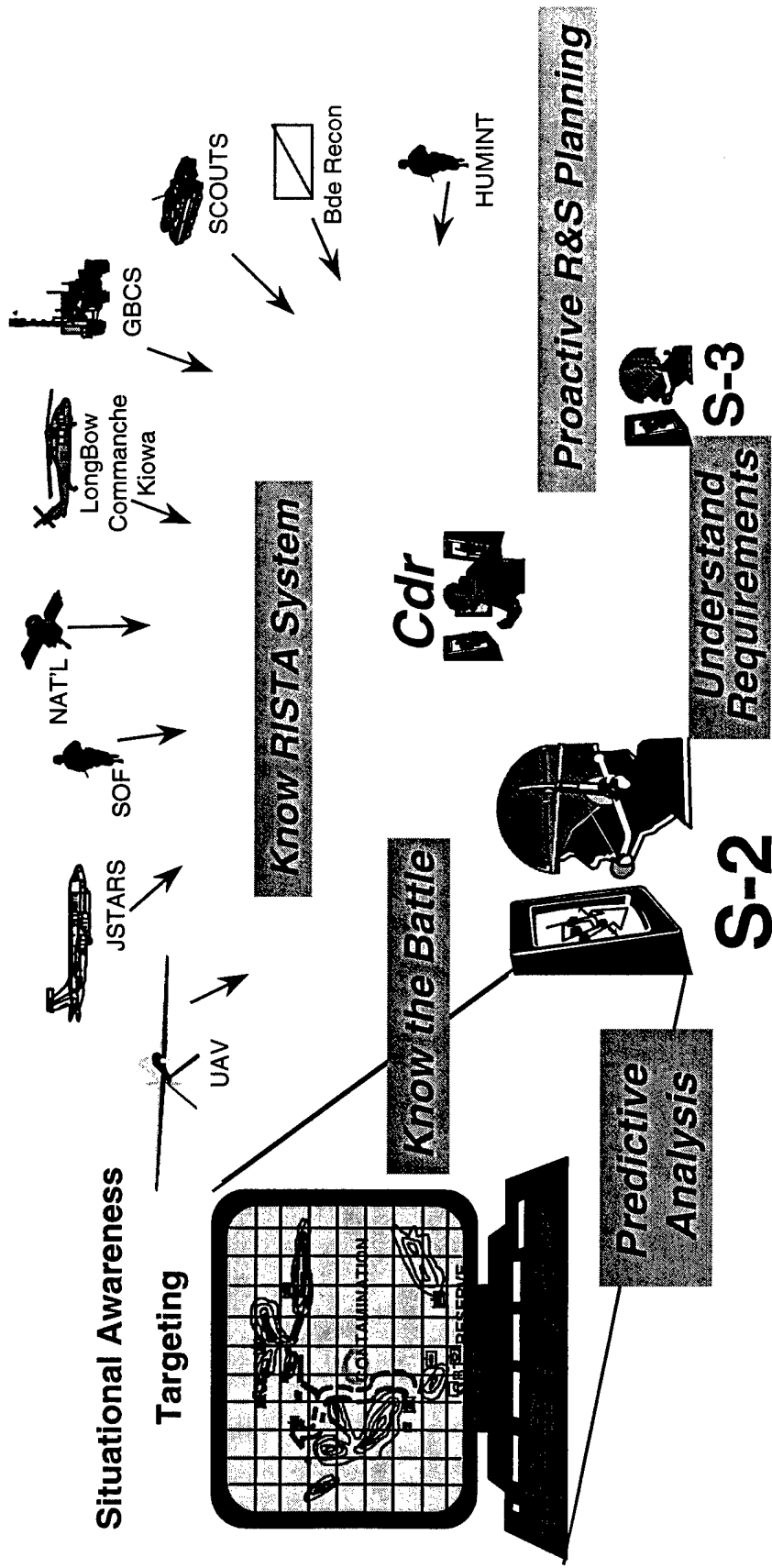






# LEADER DEVELOPMENT

## -- Field Grade Shortfall --



*The S2 job is complex and critical to the Brigade fight.*





# LEADER DEVELOPMENT

-- Field Grade Shortfall --



## FAA ISSUE: Army can't fill requirements for MI Majors.

FY 97 MI Majors Projection

### DISCUSSION:

#### • FUNCTIONAL AREA REVIEW PROPOSALS:

- Reduce MI 01A/02A requirements
- Reduce MI Functional Area requirements
- Review and Adjust grades where possible
- Adopt Selective Continuation

#### • OTHER OPTIONS:

- Reduce Policy fill requirements
- Incorporate OPMS study proposals

#### • GOAL:

- Increase Army Major ODP to minimum 70% in all units and 75% in Division.

### RECOMMENDATIONS:

- Eliminate MI 01A/02A Rqmt
- Reduce MI Functional Area participation by 50%
- Selectively Continue eligible MI Majors (Approved)
- Reduce Policy Fill from 96% to 85%
  - Adjust grades where possible
  - Recode selected positions to 01A or Functional Area
  - Reduce "ODP" to Policy Positions

	AUTH	INV.
TOTAL	899	814(90%)
POLICY	304	292
TTHS ACCT.		~150
01A RQMT		39
Functional Area		52
BALANCE	595	281(47%)

Average Division  
ODP = 4  
of 12 auth





# LEADER DEVELOPMENT

-- Field Grade Shortfall --

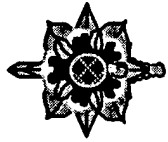


## If Recommendations are implemented

	Current	New
Authorizations	899	899
Inventory	814	814 (90% of Auth)
TTHS	~ 150	~ 150
Eliminate 01A/02A	39	0
Reduce Functional Area by 50%	52	26
Reduce Policy to 85%	292 (96%)	258 (85%)
Army (less policy) Overall	281 (47%)	380 (62%)
Division Fill (Goal 75%)		90 (75%)

Use Selective Continuation and Position Recoding to bring MI Fill in all units to 70% (43 required)





# MI FORCE ASSESSMENT

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**DOCTRINE**

**TRAINING**

**LEADER DEVELOPMENT**



**ORGANIZATION**

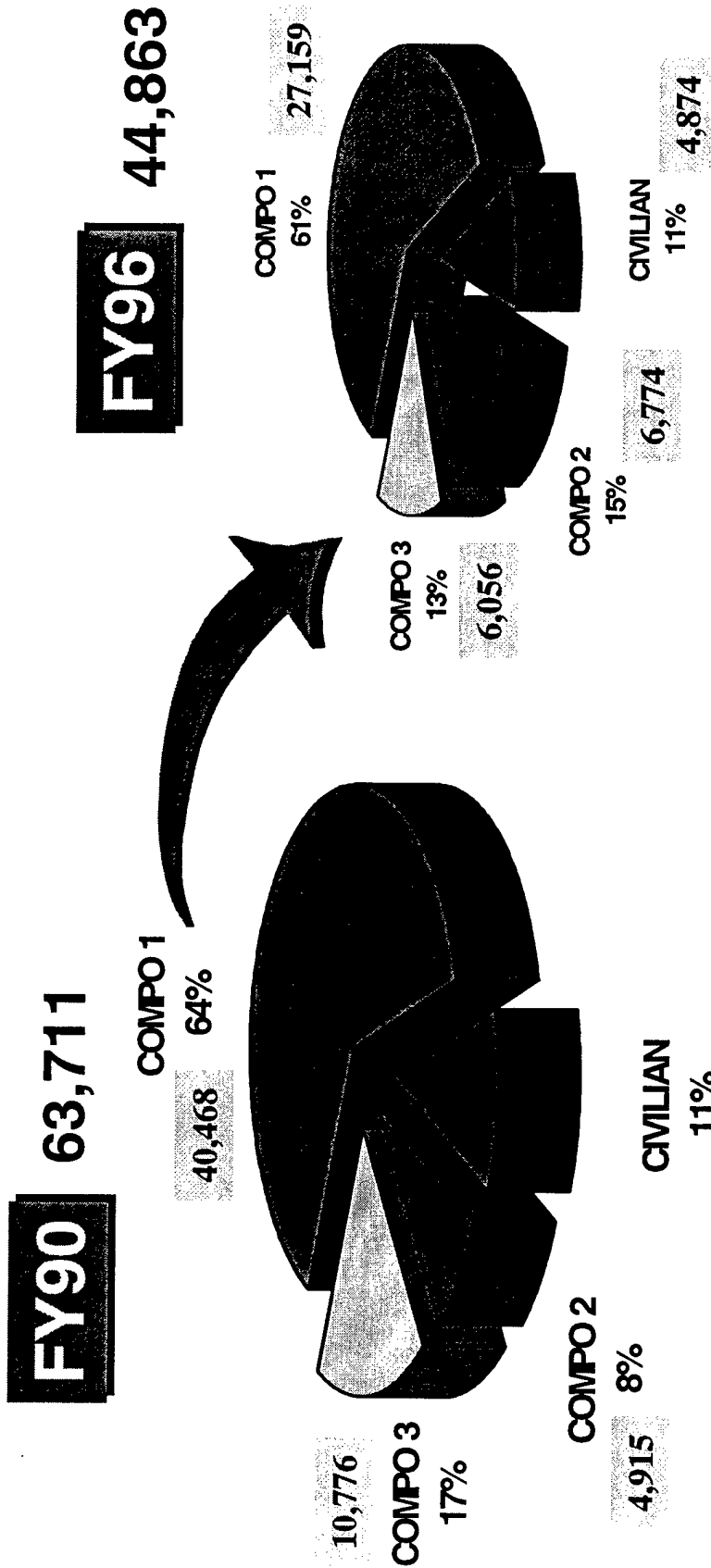
**MATERIEL**

**SOLDIERS**





# MI FORCE COMPOSITION



DELTA	
• COMPO 1	-33%
• COMPO 2	+37%
• COMPO 3	-44%
• Overall	-30%





# MI FORCE COMPOSITION



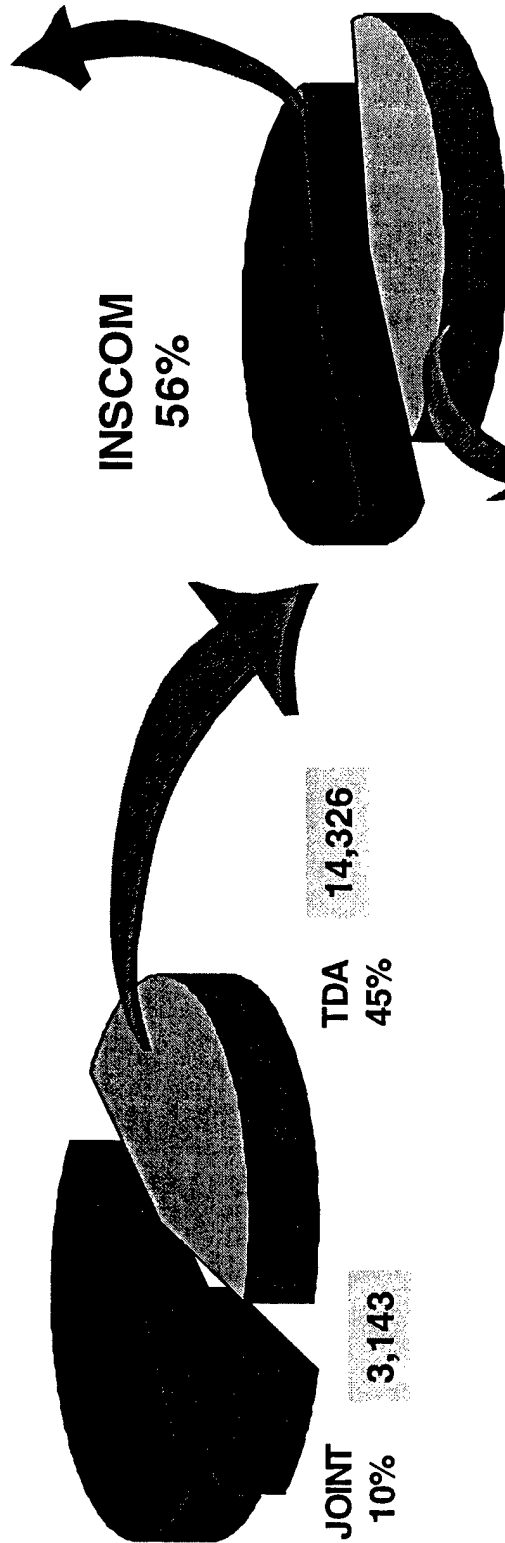
**COMPO 1 ... 32,012**  
Military & Civilian

**TOE Conversion?  
Equipment Fill Policy!**

TOE  
45%

14,543

86% Deployable



JOINT  
10%

TDA  
45%

14,326

TDA TOE

COMPO 1 17469 14543

COMPO 2/3 1282 11569

18751 26112

44863

OTHER ARMY:

— TRADOC 39%

— DLI 16%

— AMC 16%

— MACOMS 12%

— GARRISON 8%

— DA STAFF 9%

44%



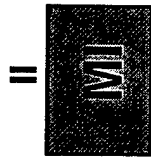


# ORGANIZATION

-- Division --

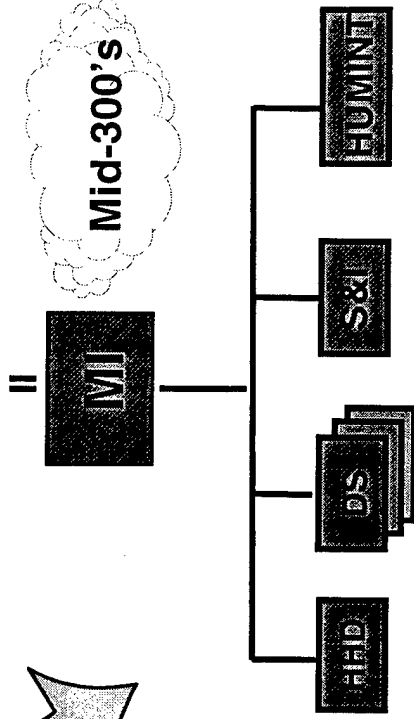


DS/DS  
MTOE  
~560



431

Potential Structure



LRS to Corps  
For Light

## DELTA

- ✓ GBCS & AQF ... To Corps
- ✓ GSOC ... Add
- ✓ CI/HUMINT ... Reduce
- ✓ MITT ... To ASAS/CGS
- ✓ IREMBASS ... To Scouts

## RISKS

- CCIR ... "Asker" vs "Tasker"
- Reduces organic ability to determine threat "Intent" ... & will to fight
- Reduces most organic all weather collection
- Eliminates organic electronic attack/SEAD
- Reduces force protection & C-RISTA
- Heavy reliance on EAD for targeting & surge

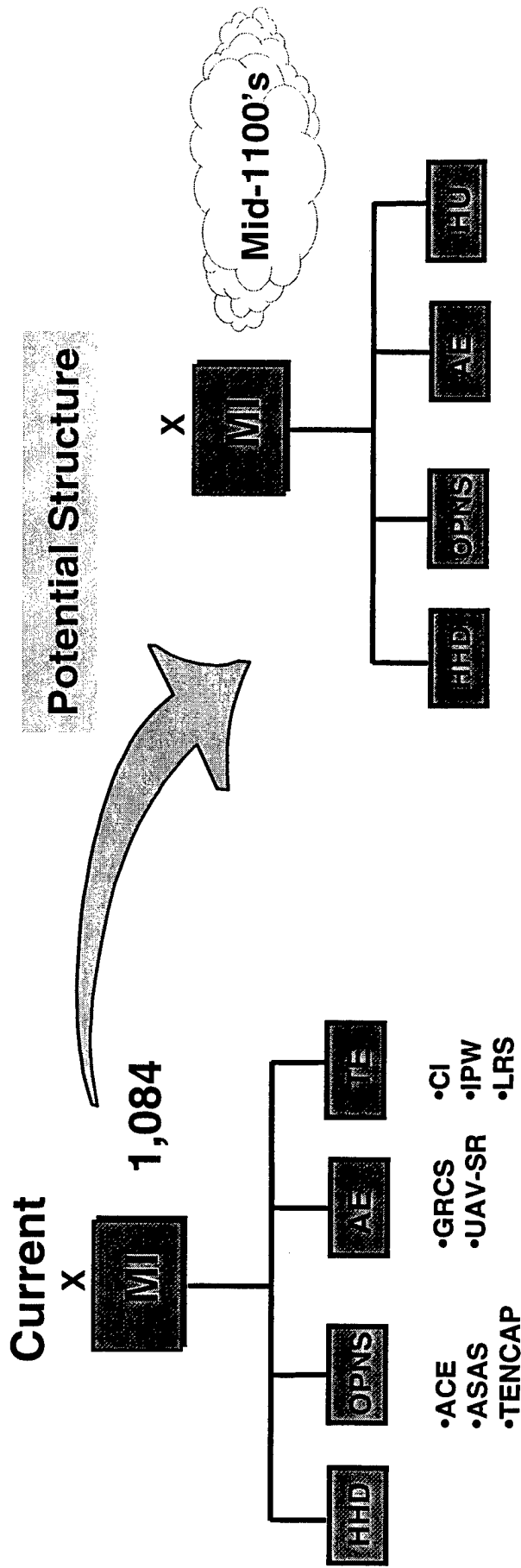
Due Out ... Nov 97 (Div AWE)





# ORGANIZATION

-- Corps --



## DELTA

- ✓ TENCAP ...
- ✓ CI/HUMINT ...
- ✓ MITT ...
- ✓ GBGS & AQF ...
- ✓ Gnd SIGINT ...
- ✓ GRCS ...
- Downsize
- Reduce
- To ASAS/CGS
- Consolidated & Reduced
- Change
- To ACS

## RISKS

- Limits Corps ability to support more than two committed Divisions
- Removes AQF one-two echelons from supported commander, complicating training and wartime integration
- Decreased force protection

Due Out ... Post Division AWE





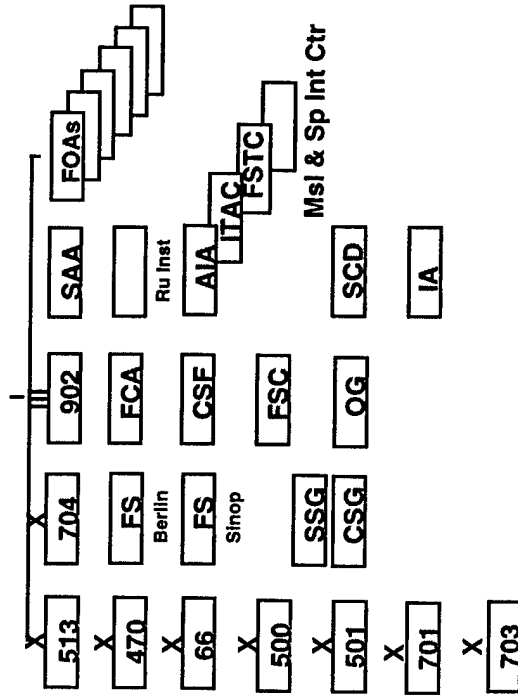
# ORGANIZATION

## -- INSCOM IN TRANSITION --



FY90

INSCOM 18,500



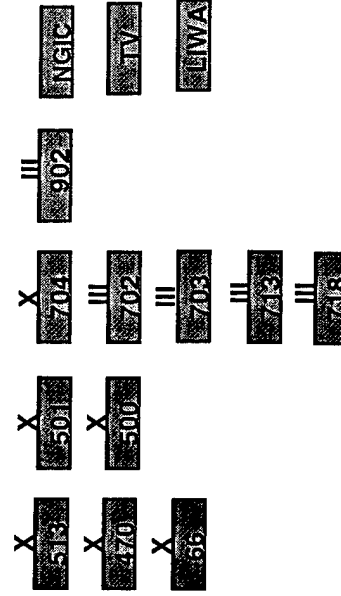
37% Reduction

Current

INSCOM 12,200

### DELTA

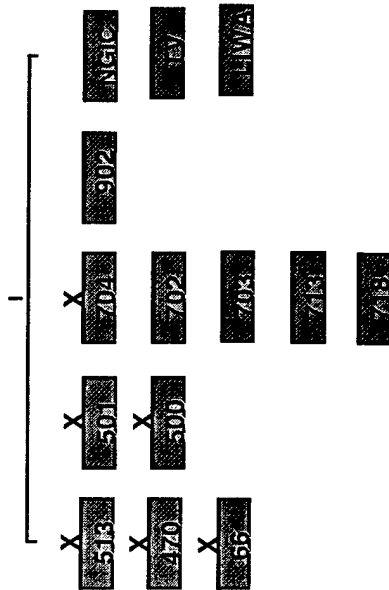
- Closed 6 Field Stations
- Activated 3 Regional SIGINT Ops Ctrs
- Assumed Command of 2 Mission Gnd Stns
- Eliminated 6 FOAs
- Transferred 1,000 Spaces to DHS
- Began Forming FPBs
- Established LIWA in 94
- Consolidated CI Activities in 902d
- Merged AIA/ITAC/FSTC into NGIC
- Transferred AFMIC & MSIC to DIA



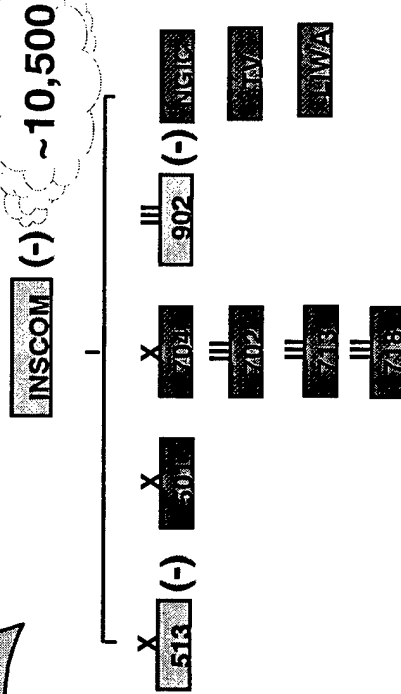




**--INSCOM--**



# Potential Structure



**~10.500**

**Resident Offices**  
**INSCOM Spt Bn**  
**703rd MI Bde**  
**732nd MI Bn**  
**203rd MI Bn**

# DELTA

- |   |                         |           |
|---|-------------------------|-----------|
| ✓ | LIWA ...                | Reinvest  |
| ✓ | Geo-Spatial Imagery ... | Reinvest  |
| ✓ | SAP Oversight ...       | Reinvest  |
| ✓ | USARSO DCSINT ...       | Reinvest  |
| ✓ | TECHINT ...             | To RC     |
| ✓ | HF Electronic Attack    | To RC     |
| ✓ | INSCOM HQ ...           | Reduce    |
| ✓ | NFIP                    | Reduce    |
| ✓ | TSCM ...                | Outsource |
| ✓ | Polygraph               | Outsource |
| ✓ | Info Management         | Outsource |

## Risks

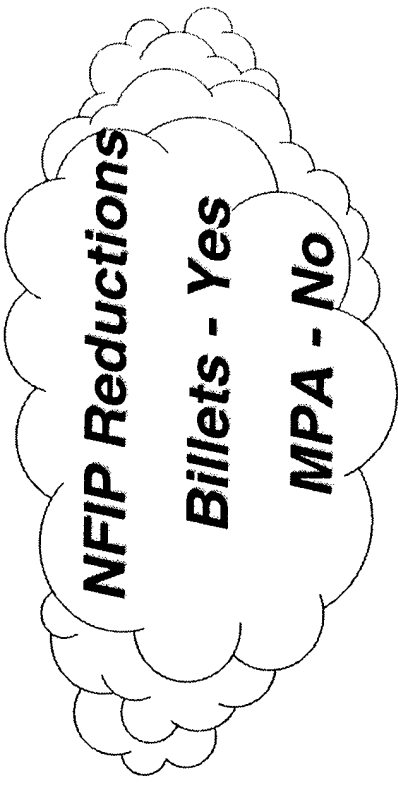
- **Lost Leverage ... Nat'l Spt Reduced**
- **Increased Mobilization Time & Training**
- **Contract Reliability ... Combat Spt**
- **Surge Support to ECB ... complicated**
- **Law & Policy ... no easy challenge**

## Due Out ... Post ICT & ISR (June)





- **Dollars**
  - 53% of INSCOM Military
  - 75% of INSCOM Civilians
  - 54% of INSCOM Funding
- **Ability to Access and Leverage a Multi-Billion Dollar Annual NFIP Capability**
  - Big Pipes
    - SIGINT
  - Overhead Systems
    - Geo-Spatial Imagery Products
  - Technical Data Bases







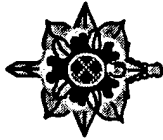
# EFFICIENCY OPPORTUNITIES

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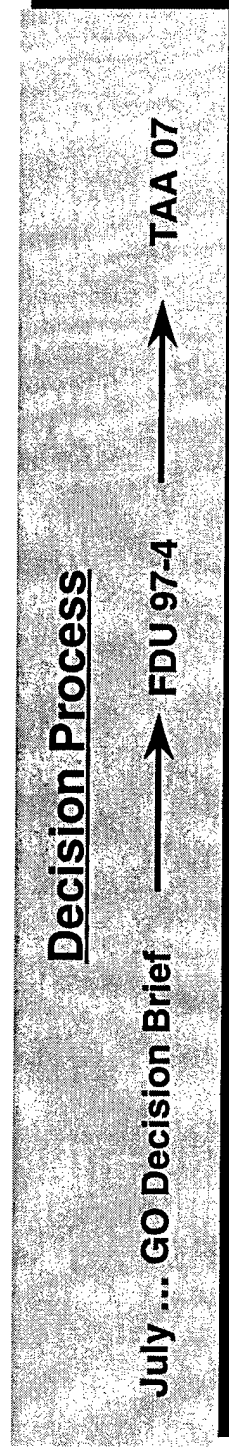
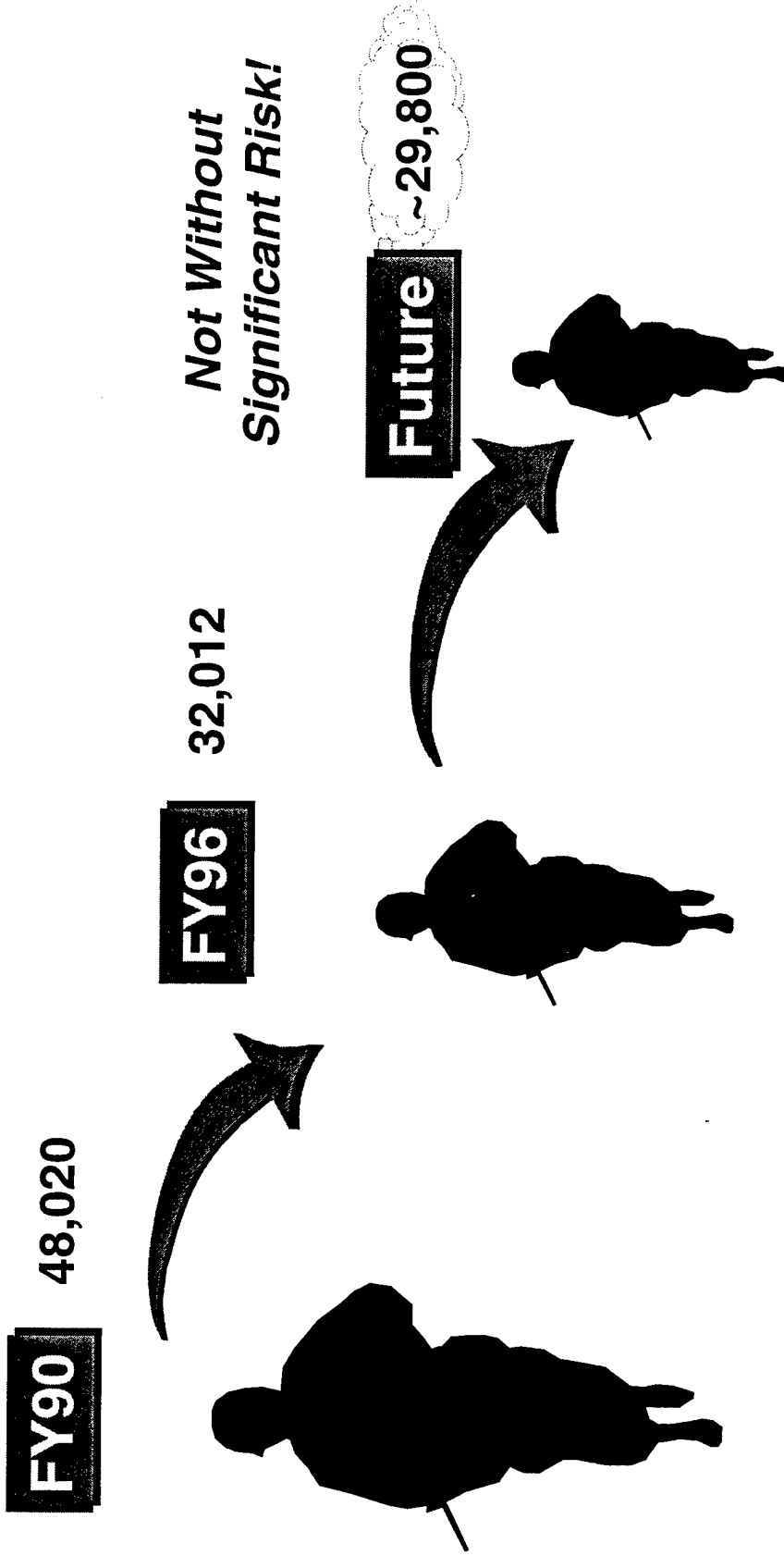
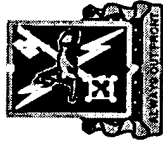
<u>FUNCTION</u>	<u>~ SAVINGS</u>	<u>STATUS</u>	<u>RISK</u>	<u>COST</u>
TSCM	43	Outsource or divest to other service or agency. CI/HU ICT to be completed in Mar 97	Low	\$5.5M
Polygraph	24	Divest to other service or agency. CI/HU ICT to be completed in Mar 97	Medium	\$5.1M
Info Management	100	Outsource	Low	TBD
CI	TBD	Under Study to be completed Spring 97		
SIGINT	TBD	Under Study to be completed Spring 97		
INSCOM HQ	TBD	Under Study to be completed Spring 97		





# FUTURE MI FORCE ?

-- COMPO 1 Military and Civilian --



*COMPO 1 (Title X) and COMPO 2&3 ... To Be Worked*





# **Options for INSCOM C2**



- **OPTION 1 - INSCOM as Specialized Command**
- **OPTION 2 - INSCOM becomes an MSC of FORSCOM**
- **OPTION 3 - DCSINT Dual Hatted as Cdr, INSCOM**

## **Design Imperatives**

- **Critical functions**
- **Relevant**
- **Operational Efficiencies**
- **Resource Savings**





# Options for INSCOM C2



## Option 1 ... INSCOM as a Specialized Command

- PRO: Takes down a MACOM Flag
- PRO: Retains the National -Tactical Synergy that has been developed
- PRO: Current INTEL operations continue without break
- PRO: Facilitates further efficiencies of consolidation of DCSINT - INSCOM staff

## Option 2 ... INSCOM to FORSCOM as a MSC

- PRO: Takes down a MACOM flag
- CON: Adds Additional Layer
- CON: Requires Investment in FORSCOM Staff:
  - SCI HIGH: IO, IG, Auditors, Program-Budget (CCP-GDIP-FCIP)
  - Operational focus outside of CONUS & within National Intel
- CON: FORSCOM Cdr becomes an Army Member of Def Intel Mgmt ... SAP Oversight
- CON: ODCSINT Reinvests Functions currently "Labor Shared" w/HQ INSCOM

## Option 3 ... DCSINT & INSCOM Dual Hatted

- PRO: Takes down a MACOM flag
- CON: Increases DCSINT Span of Control
- CON: Mixes staff and operations functions on ARSTAFF





# Options for INSCOM C2



✓ Savings:	Option 1	Option 2	Option 3
-- Billets	~ 25	~ 30-40	No Additional
-- Dollars	~ \$1.25m	~ \$1.5-2m	No Additional

✓ Risk:	Very Low	Medium	Low
---------	----------	--------	-----

✓ Recommendation ... Option 1 (Specialized Command):

- Eliminates MACOM Trappings
- Preserves All Critical Functions
- Reduces Structure
- Simpler Coordination with National Agencies
- Global lift & shift capability

Challenges ...

- \* Dollars Plus-up
- \* NFIP & Theater Concerns

Continue to Look For  
Efficiencies ... Thru POM





# **MI FORCE ASSESSMENT**

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**DOCTRINE**

**TRAINING**

**LEADER DEVELOPMENT**

**ORGANIZATION**

**A MATERIEL**

**SOLDIERS**

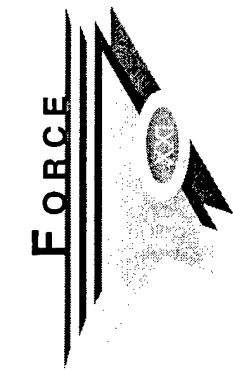




# MODERNIZATION STRATEGY



**# of Systems & Platforms Going Down!**



	<u>PAST</u>	<u>CURRENT</u>	<u>OBJECTIVE</u>
Processor/ Comms	12	7	4
Airborne Collectors	4	4	3
Ground Collectors	8	5	3

10

16

24

**Significant Reduction ...  
Enhanced Effectiveness!**

## Capabilities

- Wide Area Surveillance
- Common Situational Awareness & Understanding
- Precision Support to Targeting
- Joint Interoperability
- Modular/Scalable/Deployable
- Multi-spectral, Multi-dimensional

## Efficiencies

- Force Structure
- Footprint/ # of Platforms
- Maintenance
- Training





# MATERIEL



-- Deep Strike: Future Aerial Reconnaissance --

**FAA ISSUE:** Corps & Division CDRs must have responsive precision deep strike sensors - otherwise, deep strike is at risk.

## **DISCUSSION:**

### **UAV**

- Forward Control Element (FCE) designed to fill Hunter Gap
- PREDATOR/MAE CONOPS has risks:
  - Costs have increased: \$19M to \$34M per system
  - Only 11 of 16 systems may be procured for JTF requirements, 7 required for Army reqmts
  - USAF opposes Army & Navy Fwd Control Elm

### **GRCS**

- SIGINT Mix Study incorrectly referred to GRCS as “legacy” system
- GRCS accuracy is key to Corps fight

## **RECOMMENDATIONS:**

- If CONOPS/FCE does not work, acquire UAV for Corps Fight @ cost of \$34M per system
- Support migration of GRCS & ARL to ACS

Must Keep UAV  
Force Structure  
at Corps & Div!

Hunter?



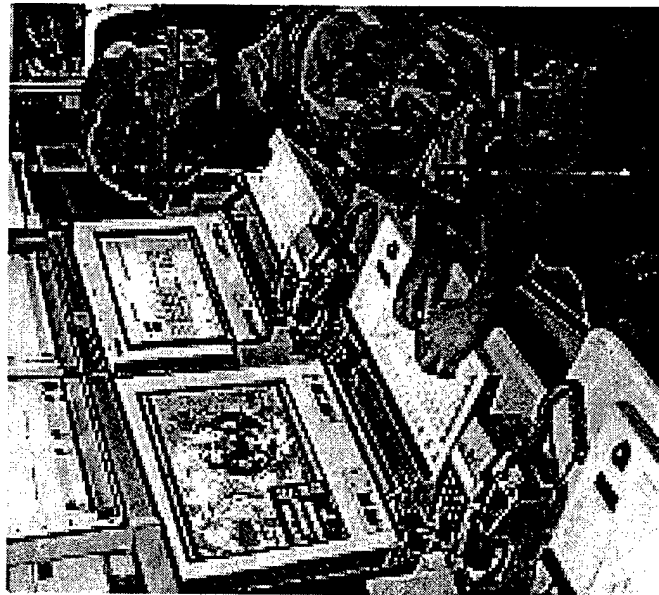


# MATERIEL

-- ASAS RWS for Army --



FAA ISSUE: ASAS RWS Requirement is Under-Funded by \$65.33M



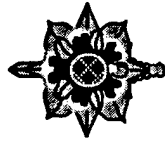
## DISCUSSION:

- ASAS-RWS is part of the ABCS architecture and provides shared situational awareness - horizontally and vertically
- 877 RWS are required to field all maneuver brigades & battalions, SOF and MI Units at EAC at a cost of \$65.33M.
- Still to be costed are the non-MI EAC units.

## RECOMMENDATION:

- Support funding of UFR beginning in FY 98
  - Field ASAS-RWS IAW DAMPL
- |  | <u>FY98</u> | <u>FY99</u> | <u>FY00</u> |
|--|-------------|-------------|-------------|
|  | \$21.8M     | \$21.8M     | \$21.7M     |





# **MI FORCE ASSESSMENT**

---



**DOCTRINE**

**TRAINING**

**LEADER DEVELOPMENT**

**ORGANIZATION**

**MATERIEL**



**SOLDIERS**





# 21ST CENTURY SOLDIER REQUIREMENTS

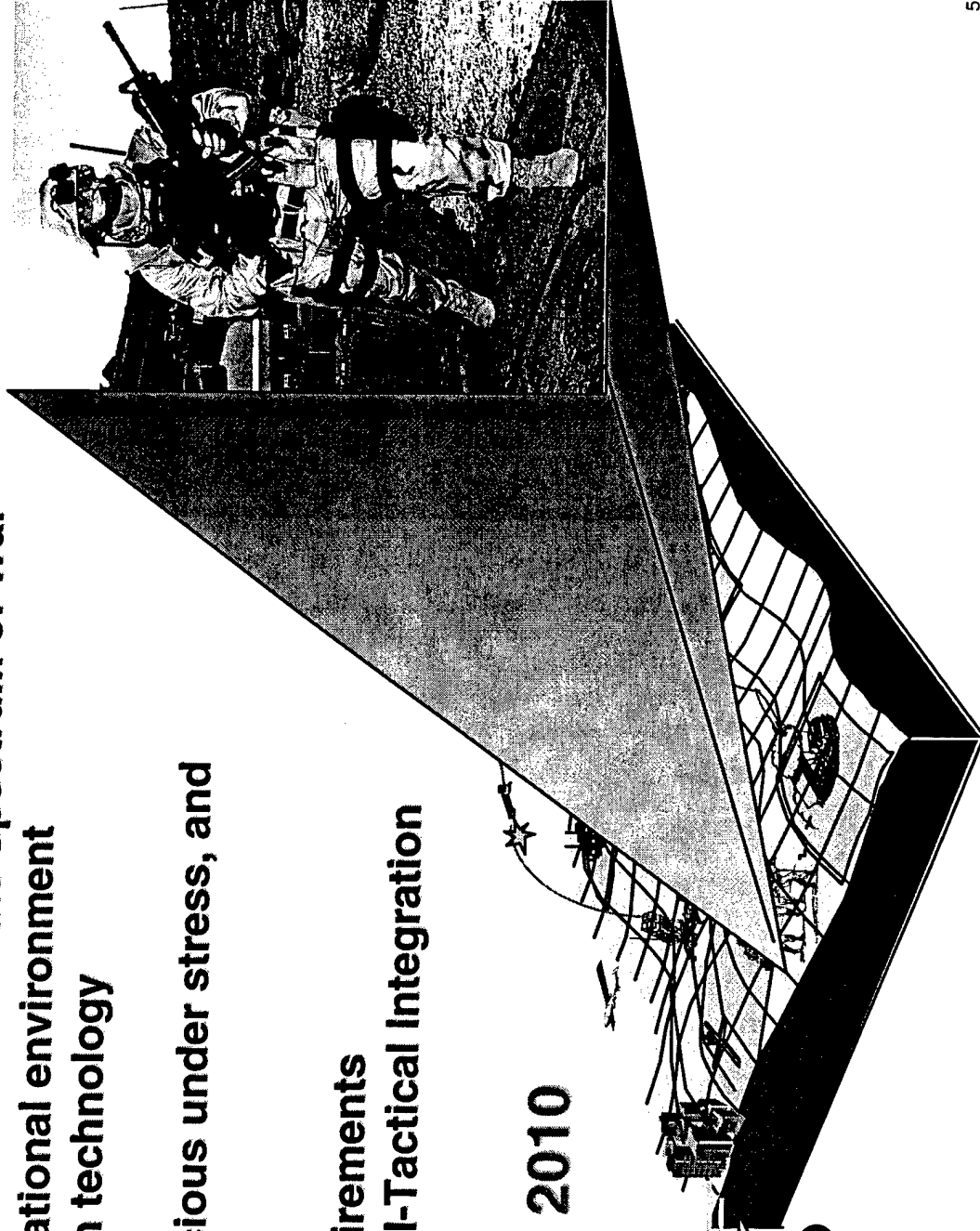
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- ✓ Assimilate rapid information flow
- ✓ Perform diverse missions across the Spectrum of War
- ✓ Operate in a multinational environment
- ✓ Be comfortable with technology
- ✓ Be culturally aware
- ✓ Be adaptable, tenacious under stress, and sound of judgment
- ✓ For MI:
  - Heavy Joint requirements
  - Complex National-Tactical Integration

Joint Vision 2010

**F O R C E**







# SOLDIERS

## -- NCO Restructure --

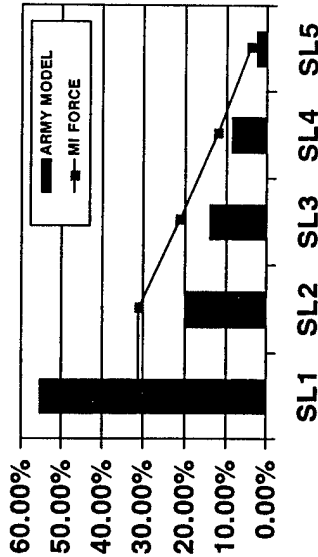


**FAA UPDATE: MI NCO Structure exceeds Army Model strength requirements.**

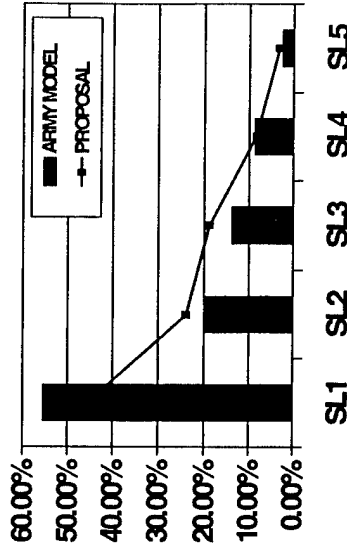
### **DISCUSSION:**

- Army Model establishes goals
- MI Restructure Proposal comes close
- Meeting the standard has operational and retention implications
- MI Restructure Proposal under PERSCOM/Proponent Review

**INITIAL MI ENLISTED STRUCTURE**



**MI RESTRUCTURE PROPOSAL**







# MI FUNCTIONAL AREA ASSESSMENT

---



## SUMMARY and CONCLUSIONS

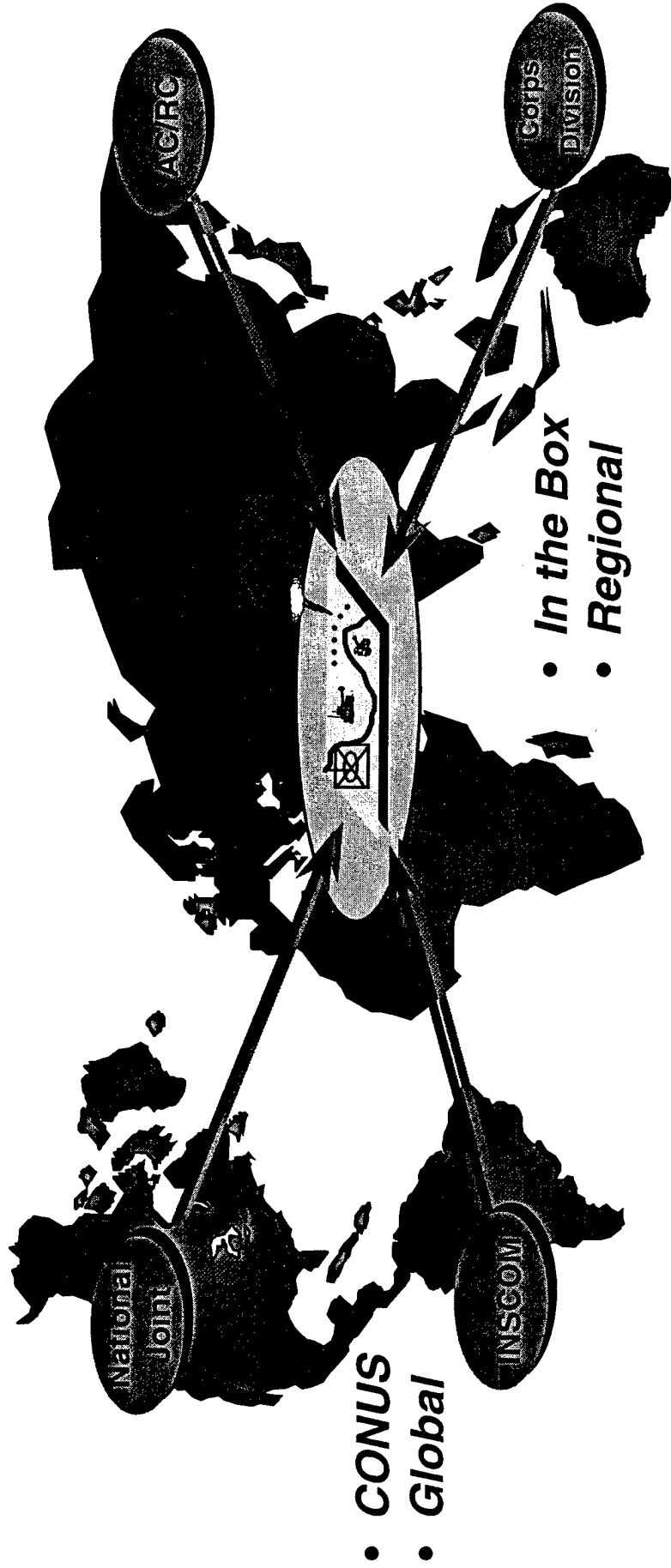




# INTEGRATED MI FORCE



*Meeting MRC and S&SO Requirements ...  
Requires Leveraged Global MI Support!*



**Key to Gaining Information & Battlespace Dominance**



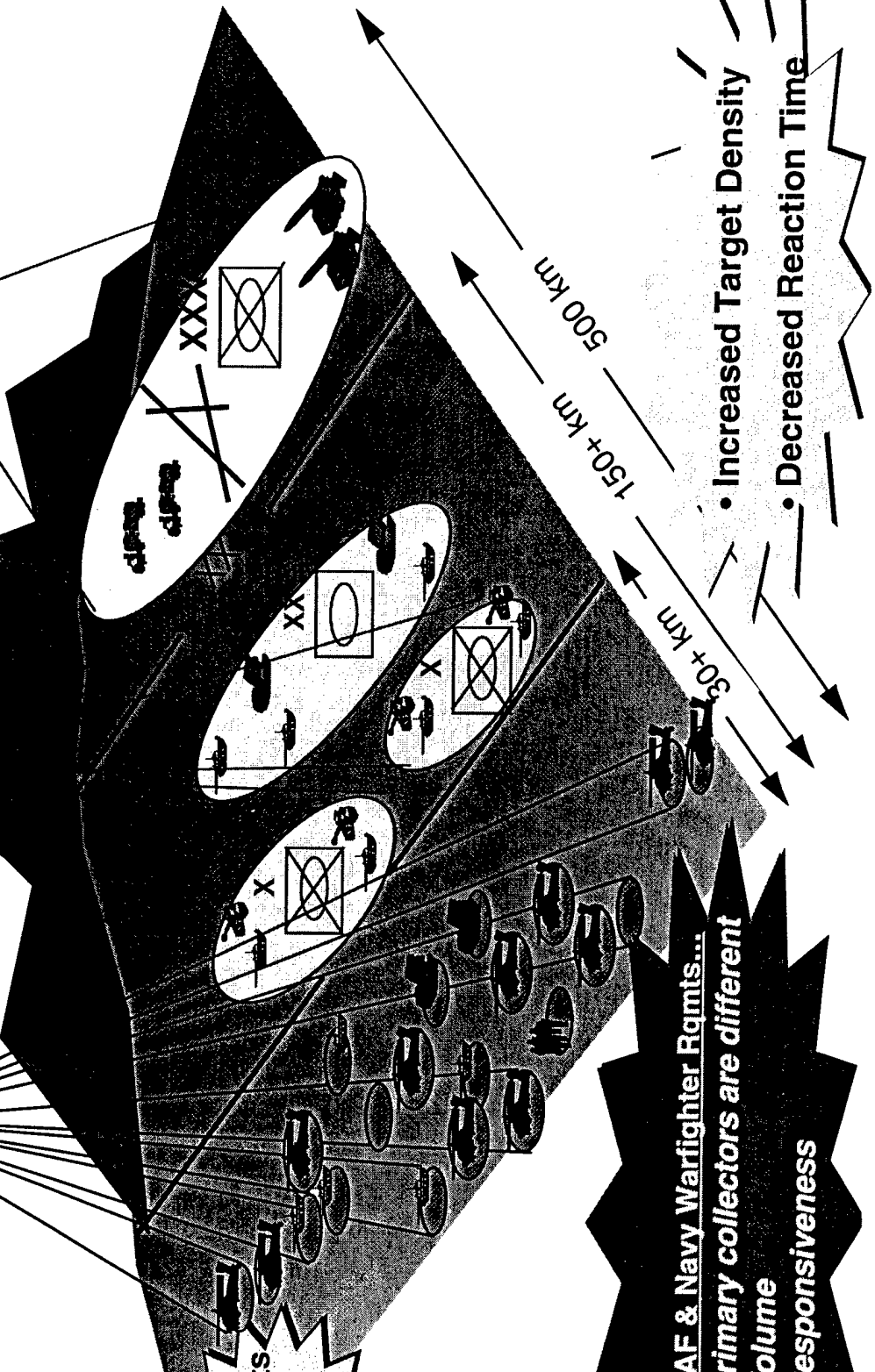
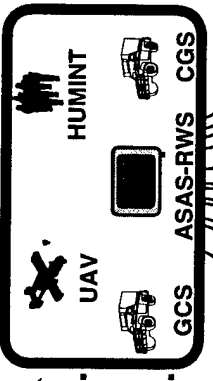
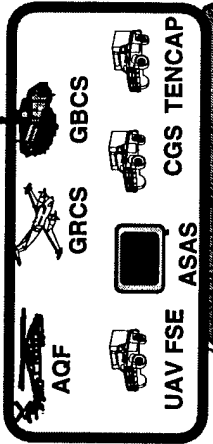
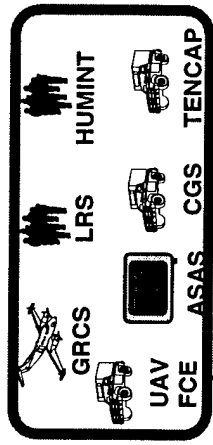
National - Joint - INSCOM



# ARMY XXI REQUIREMENTS

Collectors.....

Processors.....



CDR's Rqmts  
Differ by  
Echelon

Unlike AF & Navy Warfighter Rqmts...

- Primary collectors are different
- Volume
- Responsiveness

- Increased Target Density
- Decreased Reaction Time



# NON-OPERATIONAL COSTS



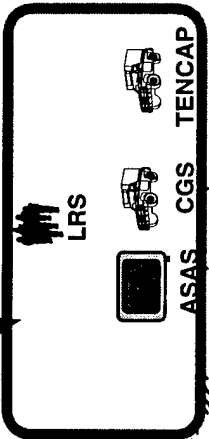
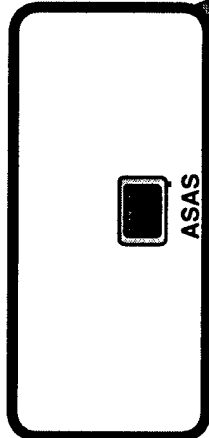
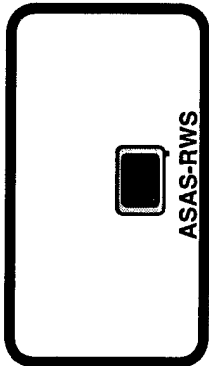
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XX

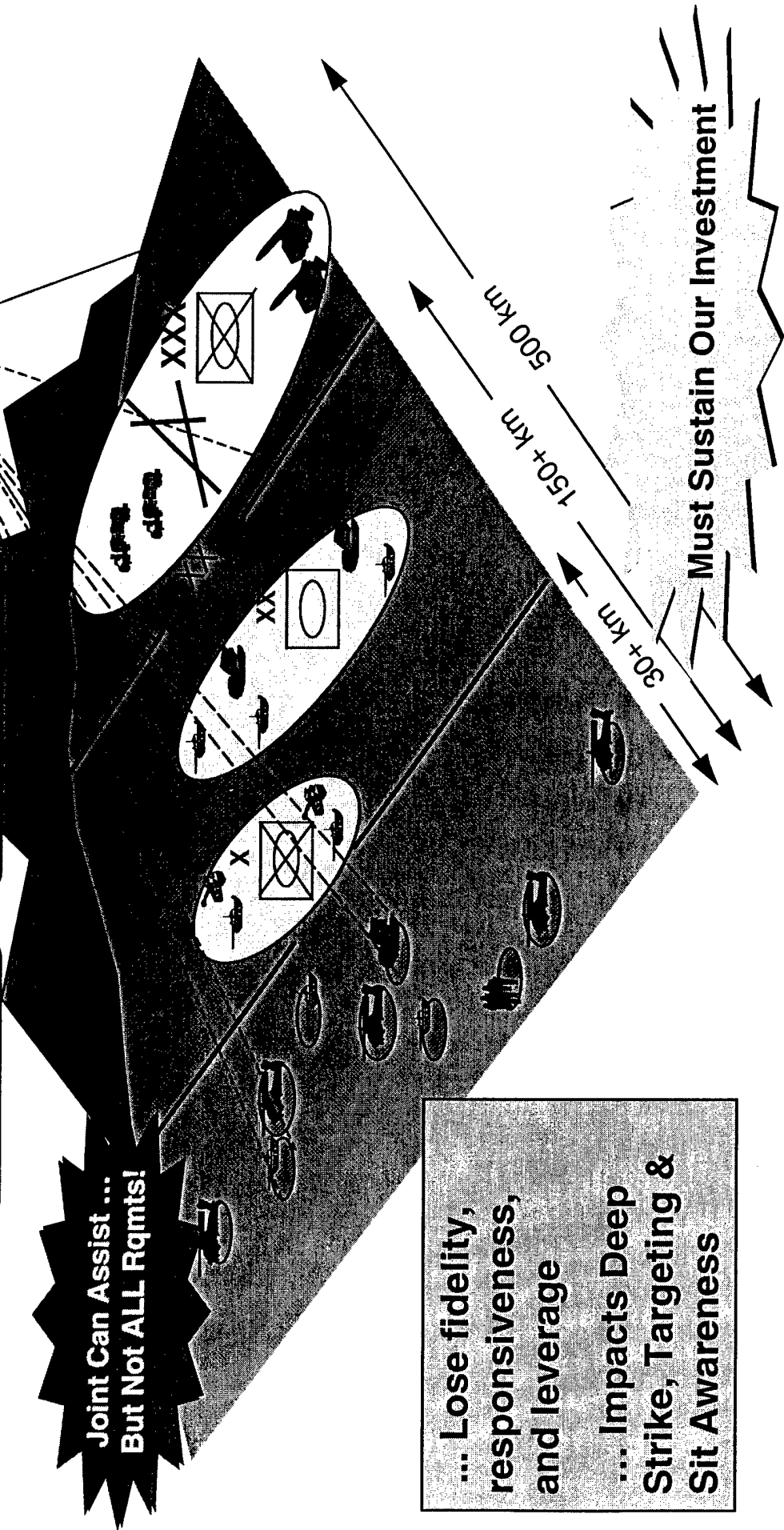
XXX

Collectors.....

Processors.....



Joint Can Assist ...  
But Not ALL Rqmts!



... Lose fidelity,  
responsiveness,  
and leverage

... Impacts Deep  
Strike, Targeting &  
Sit Awareness





# MI FORCE ASSESSMENT

-- Issue Recap --

---



## ISSUE

## RECOMMENDATION

- |   |   |
|---|---|
| • Lack of Realistic Simulation<br>Driven Combined Arms Training | Support \$20M UFR for IEWTPT  |
| • Field Grade Shortfall   | Eliminate MI 01A/02A Rqmt<br>Reduce FA participation by 50%<br>Selectively continue eligible Majors<br>Reduce Policy Fill from 96% to 85% |
| • Deep Strike: Future Aerial<br>Reconnaissance                  | If CONOPS/FCE does not work, acquire<br>UAV for Corps Fight.<br>Support migration of GRCS & ARL to<br>ACS.                                |
| • ASAS RWS  | Support UFR of \$65.33M beginning in<br>FY98. Field ASAS-RWS IAW DAMPL  |
| • Force Reduction   | Work in progress!   |
| • INSCOM C2   | Specialized Command   |





# CONCLUSION

---



- *Force XXI ... totally seamless architecture!*
- *MACOM coming down ... Army Specialized Command*
- *Reduction:*
  - *flatter structures*
  - *savings equivalent to a Mechanized Brigade*
  - *overall reduction (with proposals)*
    - \* *38% COMPO 1 (Mil & Civ)*
    - \* *35% COMPO 1/2/3*
- *Officer shortfall:*
  - *we have a plan for fixing the tactical gap*
  - *requires JROC and Nat'l Agency support*
  - *need to conduct a Military Essential Review ...*  
*J1 lead ... JROC & Svc review*

**PERSTEMPO!**

**Not Without Risk To  
Dominant Battlespace  
Knowledge**

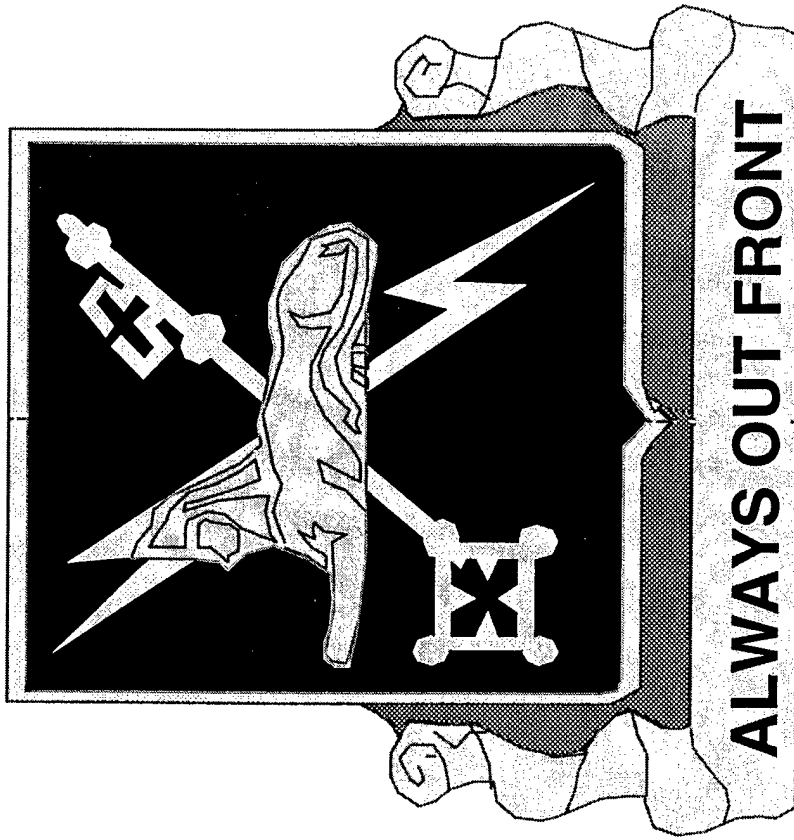




# CONCLUSION

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*Always Engaged !*



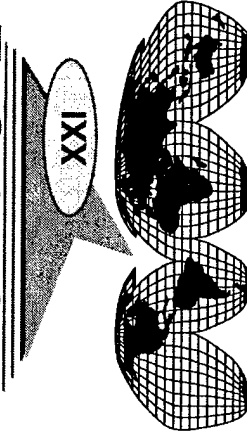




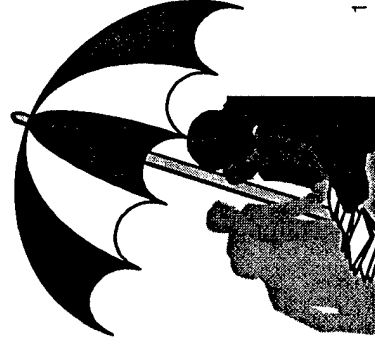
# Redesign of the Institutional Army

## Information Briefing VCSA/ASA(MRA) Intelligence Process Umbrella Assessment

F O R C E



5 December 1996





# Purpose

---

- **Present the Umbrella Assessment of the Army's Intelligence Process**
- **Proponent FAA to be conducted on 12 December 1996**



# Guidance

---

## **Review:**

- **MACOM Status of INSCOM**
- **40% Reduction in MACOMs**
- **TDA to TOE**
- **POM 00-05**
- **HQDA Redesign FAR of DCSINT**



# Approach

---

- **Assess Intelligence in terms of the Institutional Army's 12 Core Processes**
- **Define Intelligence in terms of process, capability, product, and customer**
- **Reengineer the process as appropriate and deduce an organization redesigned to provide better or more cost effective Intelligence**



# Institutional Army Axis Hypothesis

## Fundamental “Reengineering” Hypothesis

If we understand the Institutional Army’s core competencies and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

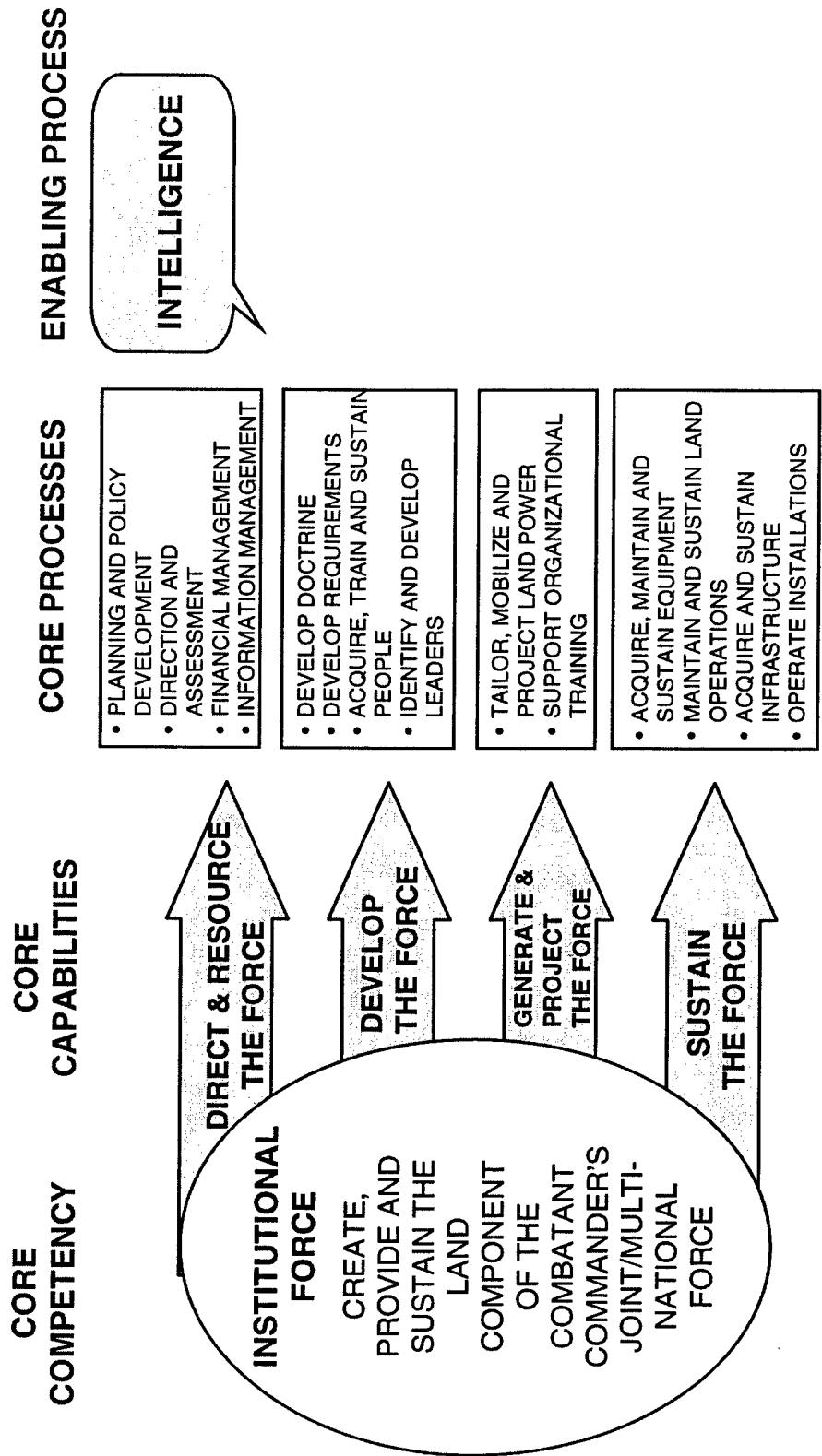
Process + Technology



Organization = Product



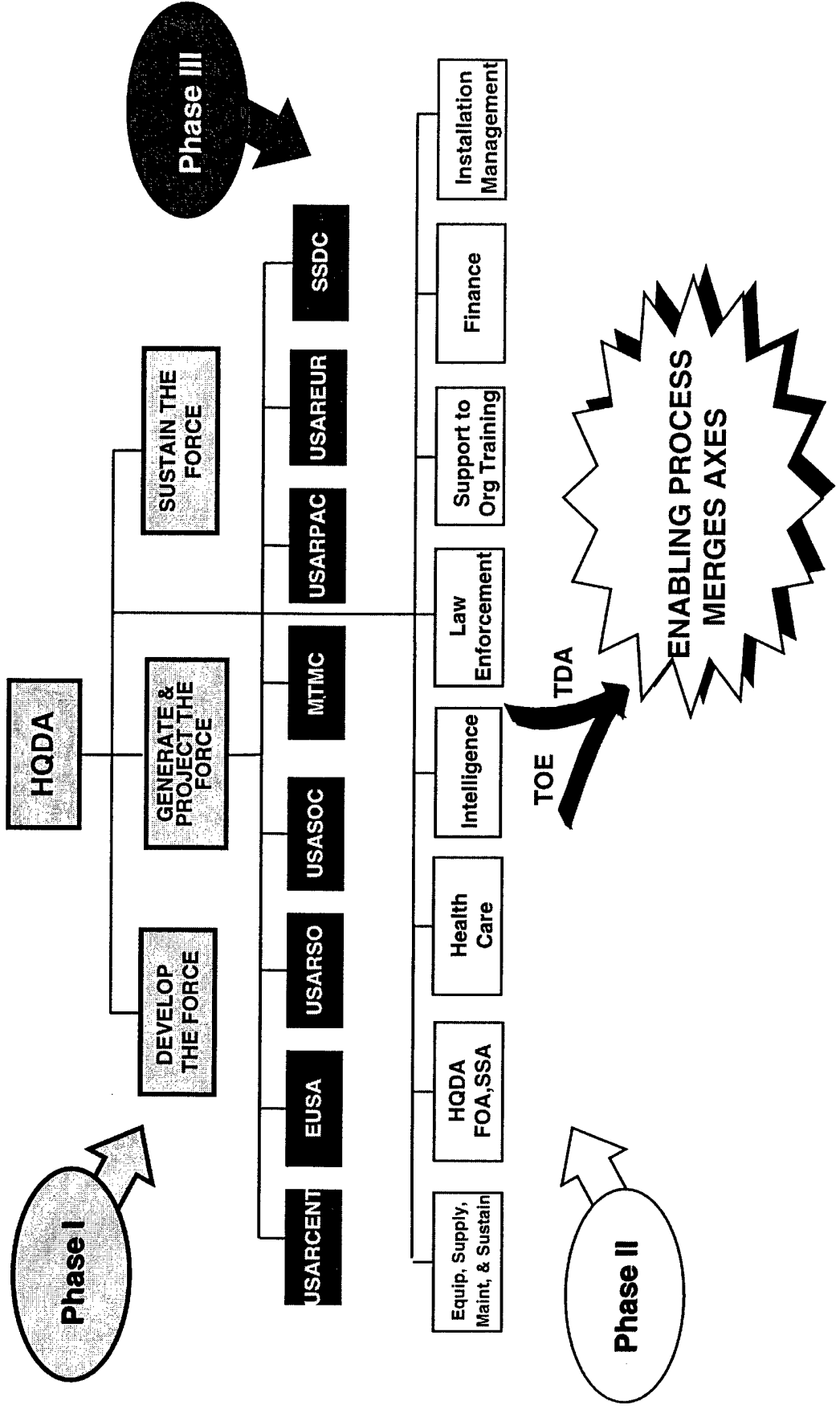
# Intelligence in Context



Source: DA Pam 100-XX



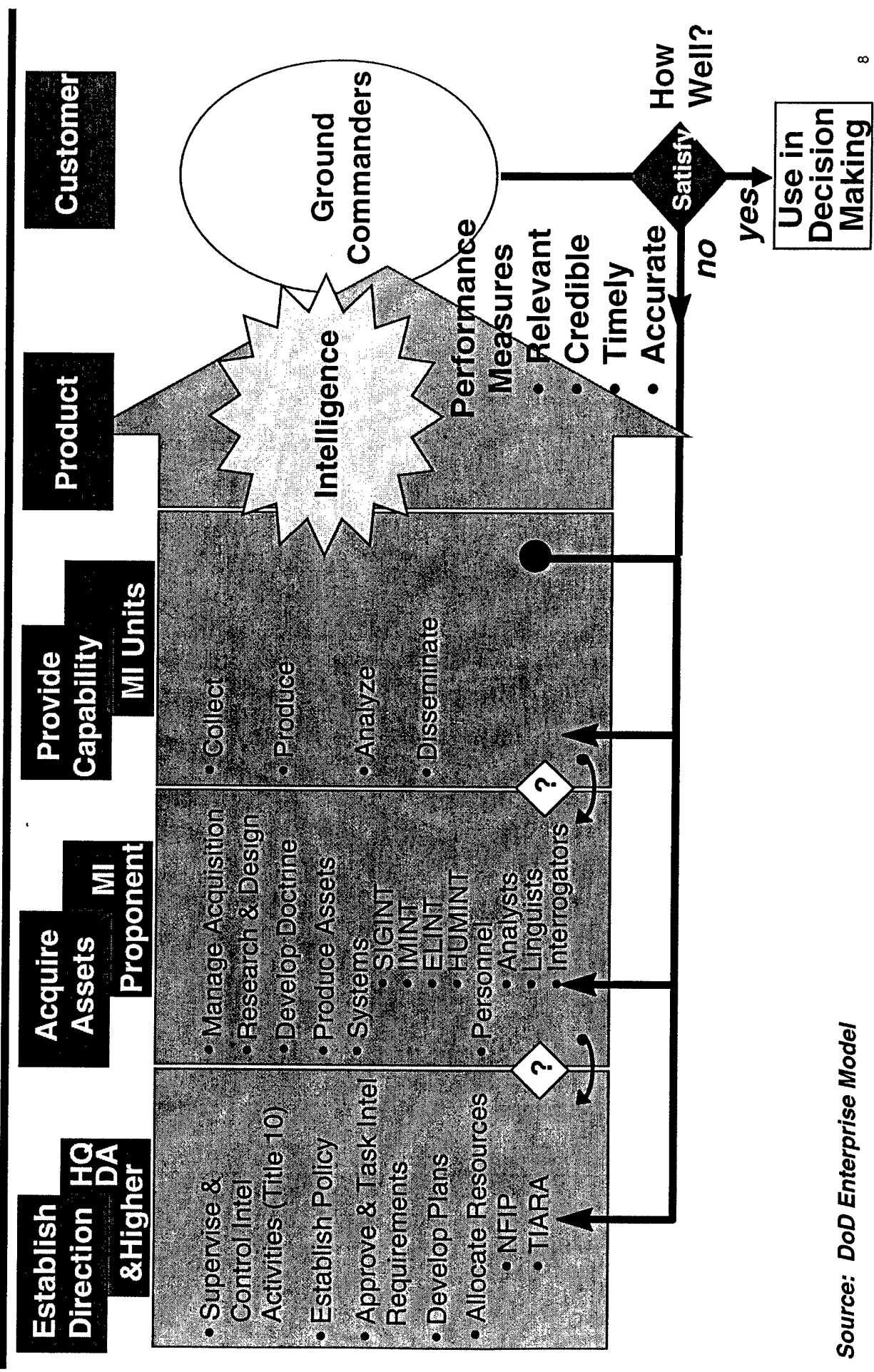
# Phase II of the Institutional Army Axis



Source: Institutional Army Campaign Plan



# The Intelligence Process



Source: DoD Enterprise Model



# Intelligence Process Basis

- Title 10
  - SECARMY has responsibility for the conduct of Army intelligence activities
- Executive Order 12333
  - DCI has overall responsibility for national foreign intelligence and is primary adviser to the President and NSC
  - SECDEF has authority to conduct programs and missions necessary to fulfill national, departmental, and tactical intelligence using:
    - DIA
    - NSA
    - Service intelligence elements
  - Military Departments have authority to conduct military/military-related intelligence IAW DCI guidance
- SECDEF Memo, April 17, 1981
  - NFIP dollars are “fenced” in all phases of PPBES and cannot be adjusted without DCI coordination
- SECDEF Memo, March 15, 1990
  - Services must have a single command responsible for EAC intelligence
- Service Cryptologic Executive (SCE)
  - INSCOM is the SCE for the Army



# Background Sources

## NATIONAL SECURITY STRATEGY...

- Develop new strategies for collection, production & dissemination (including closer relationships between intelligence producers & consumers).
- Improve counterintelligence efforts.
- Provide focused support for counternarcotics, counterterrorism, & illegal technology trade.
- Streamline intelligence operations & organization to gain efficiency & integration.

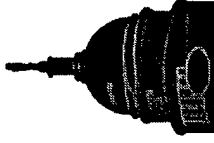


## ANNUAL DEFENSE REPORT

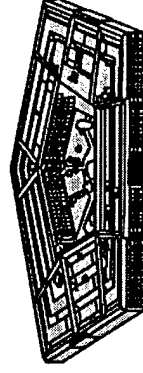
"As the Department downsizes from its late 1980's posture, technological superiority and operational flexibility must be attained through a combination of better intelligence, sophisticated C2, highly motivated and trained C4I personnel, and global defense information access for all DoD activities."

## NATIONAL PERFORMANCE REVIEW...

- Streamline background investigations.
- Reduce the duplication of drug intelligence.
- Integrate intelligence connectivity & interoperability.
- Develop integrated personnel & training systems.
- Improve support to ground troops during combat operations.
- Re-assess collection to meet new analytical challenges.



"The end of the Cold War and the constrained fiscal environment in the US create an imperative for the 13 components of the Intelligence Community to act more effectively and efficiently as a team."

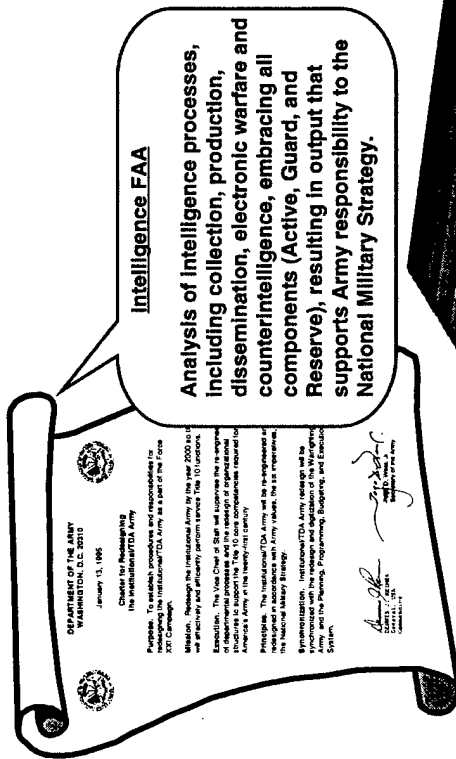


## COMMISSION ON ROLES & MISSIONS...

- Give CINCs more control over intelligence reports.
- Integrate management of service, space-based intelligence.
- Streamline the process for requesting & obtaining intelligence products from satellites.

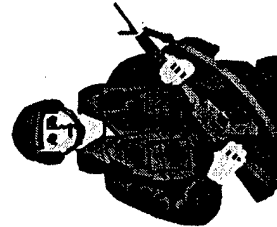
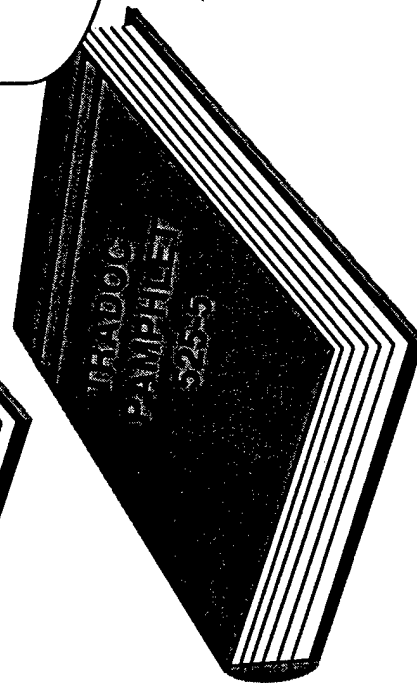


# Redesign Framework



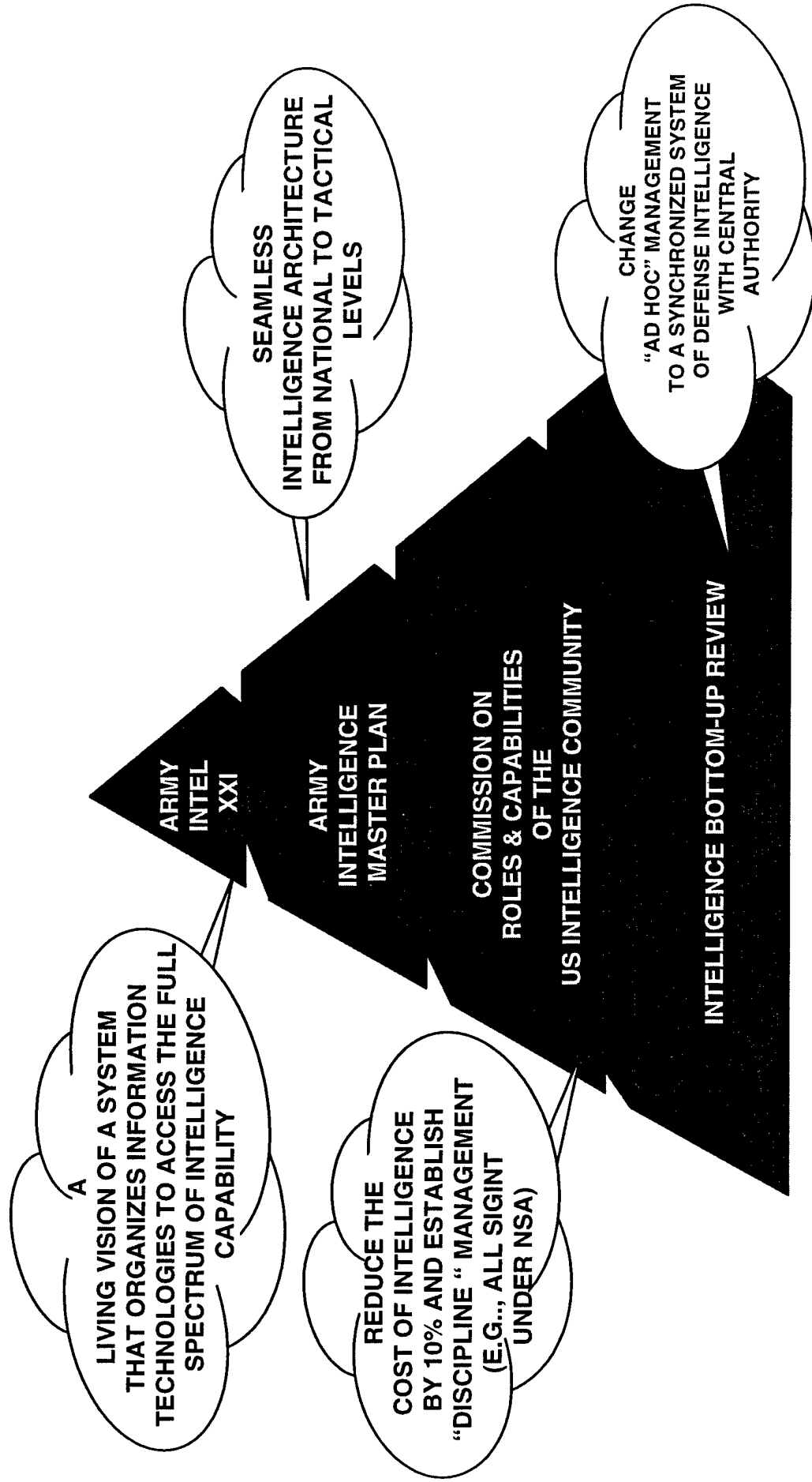
- The Institutional Army will organize around core competencies, capabilities, and processes.
- Reengineering will rest on the principles of power projection, technology leveraging, and modernization streamlining.
- Viewed as an element of the "Direct" capability, intelligence will "enable" decision making.
- Force XXI will be supported by three multi-functional MACOMs; uni-functional MACOMs will be subject to elimination/divestiture, vertical/horizontal re-alignment, and/or outsourcing.
- C4 and intelligence will become inseparable.
- There will be considerable reliance on space-based intelligence.
- Split-based operations will be a significant force multiplier for MI operators.
- Demand for second language fluency will increase.
- Use of RC intelligence resources will increase.
- There will be a convergence of roles between EAC and Corps (and below) units.

- Force XXI is defined by the characteristics of doctrinal flexibility, strategic mobility, tailorability and modularity, joint and multi-national connectivity, and versatility to function in War and OOTW.
- Warfighting will be "knowledge-based" (indicative of the Information Age).
- The success of Force XXI will depend on spectrum supremacy.
- Advanced technologies will greatly expand battlespace.
- Pull-down intelligence will be the norm.
- Human intelligence will remain a prime source of reliable information and must be integrated to confirm, corroborate, or deny the digitally portrayed picture.
- Battlespace depth and simultaneous UAV/RPV and sensor packages.
- Systems, including advanced UAV/RPV and sensor packages.
- Multispectral imagery terrain databases will be used extensively to do mission analysis and planning, to make force tailoring decisions, and to conduct virtual deployment rehearsals.
- Digitized intelligence will enable commanders to control battlespace tempo and to orchestrate information chaos against the enemy.
- The number and variety of Army linguists will increase.





# Intelligence Community Initiatives





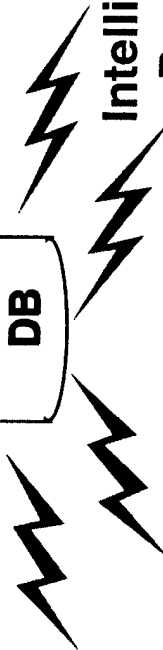
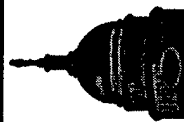
# Recurring Themes

---

- **Streamline operations & organization**
- **Improve support to the Warfighter**
- **Leverage technology**
- **Synchronize & Integrate capabilities**
- **Eliminate duplication**

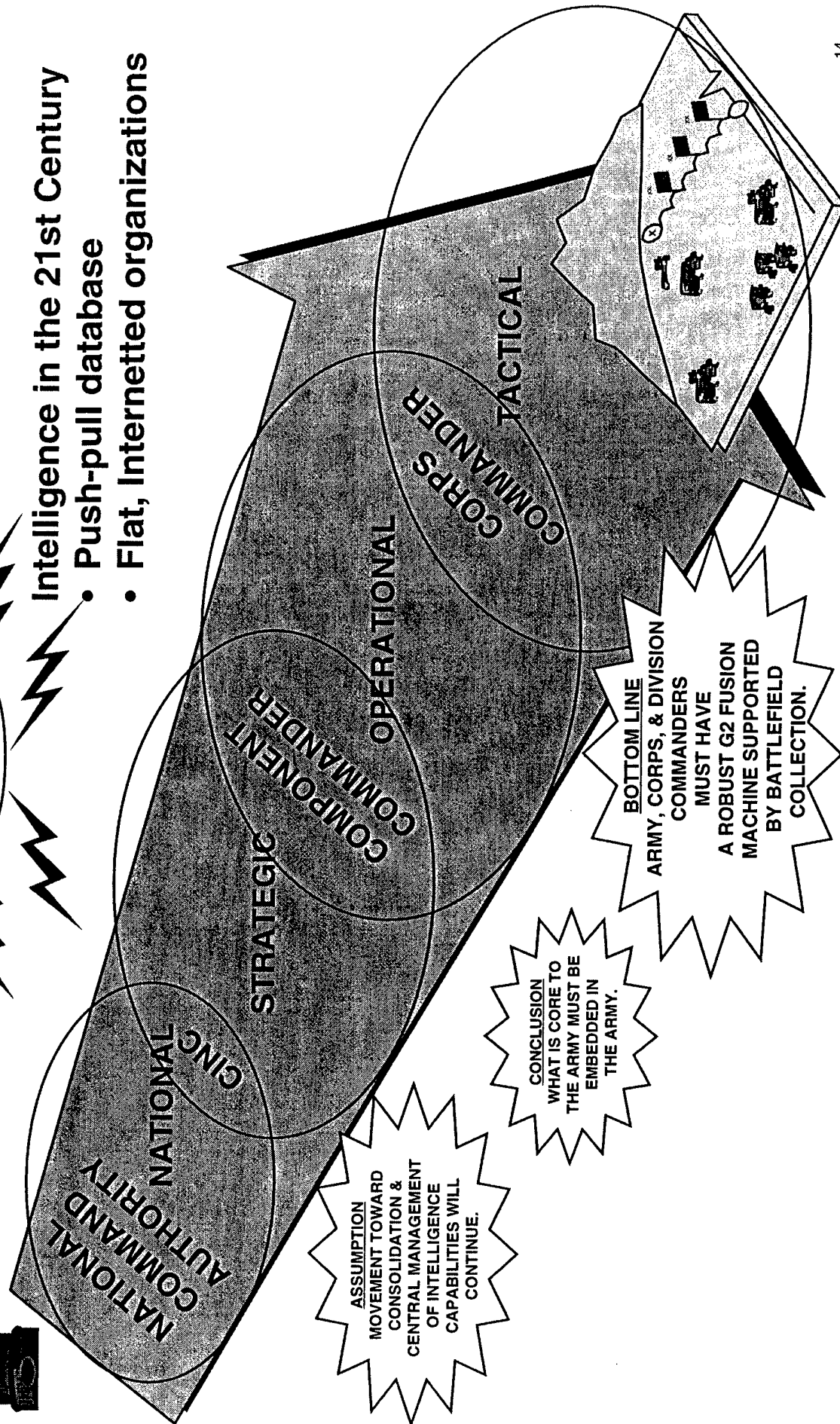


# Bottom Line Up Front

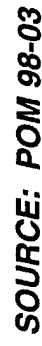


Intelligence in the 21st Century

- Push-pull database
- Flat, Internetted organizations



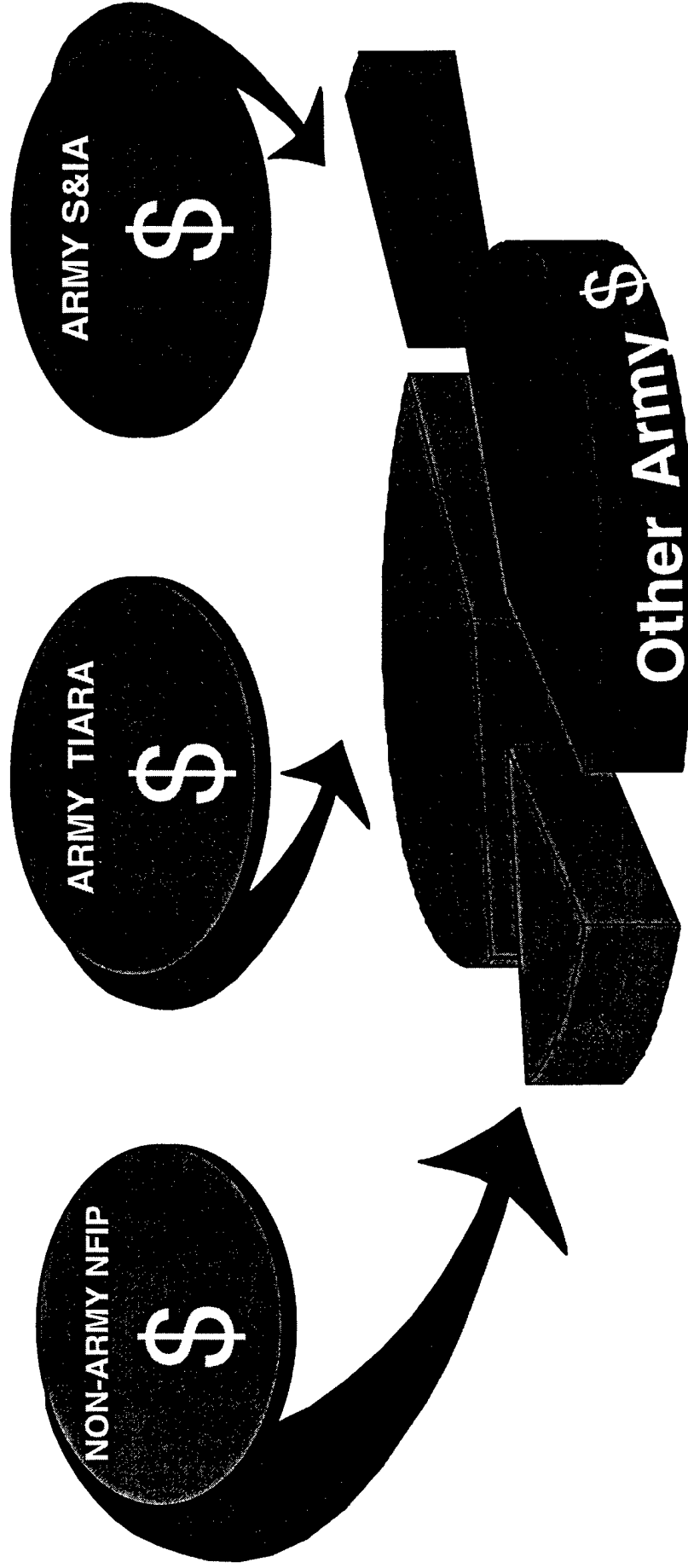






# Intelligence Process Funding

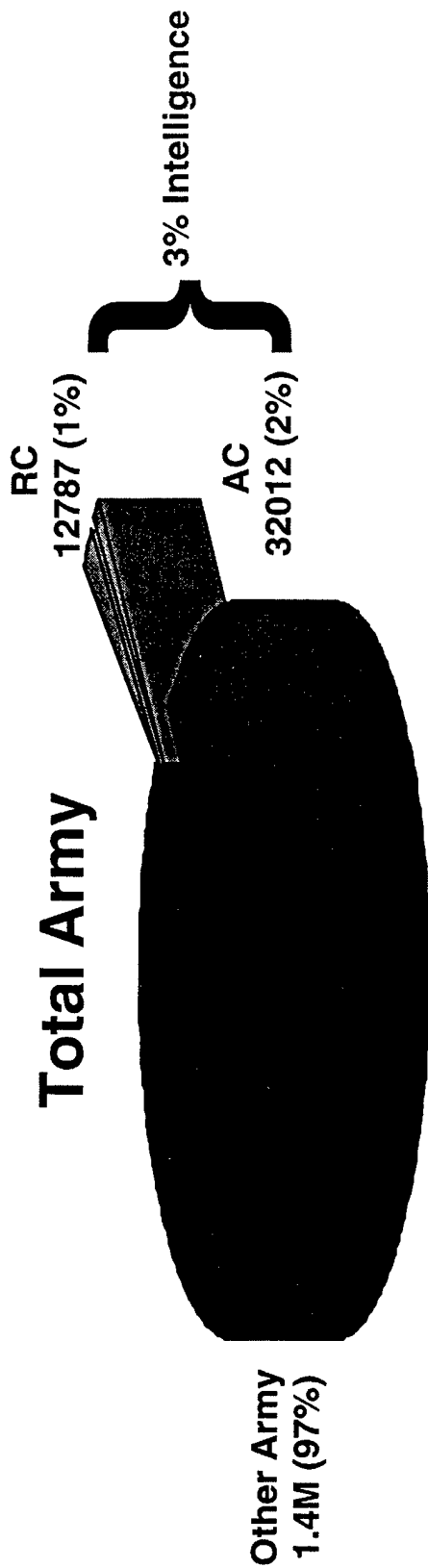
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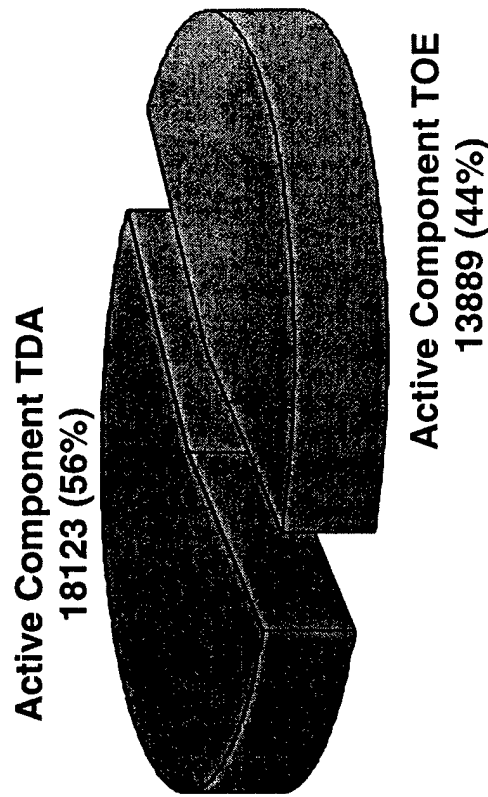
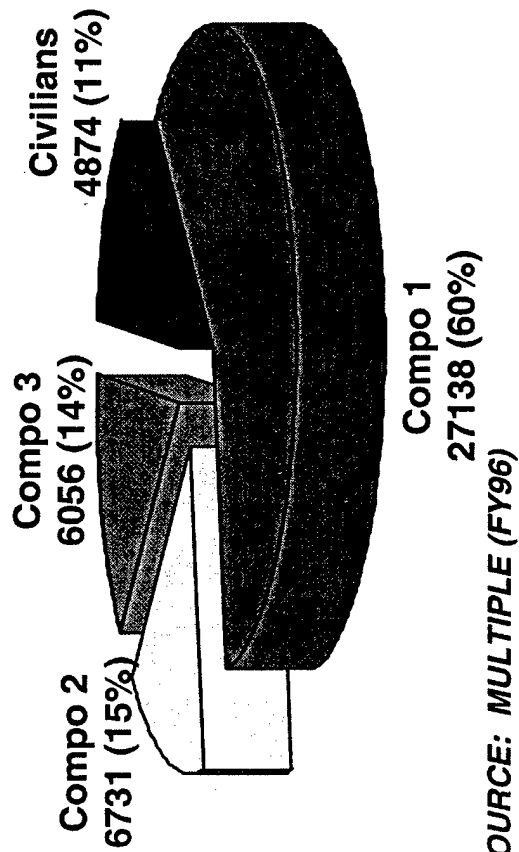
SOURCE: PROBE (FY 96)



# Intelligence Process Manpower

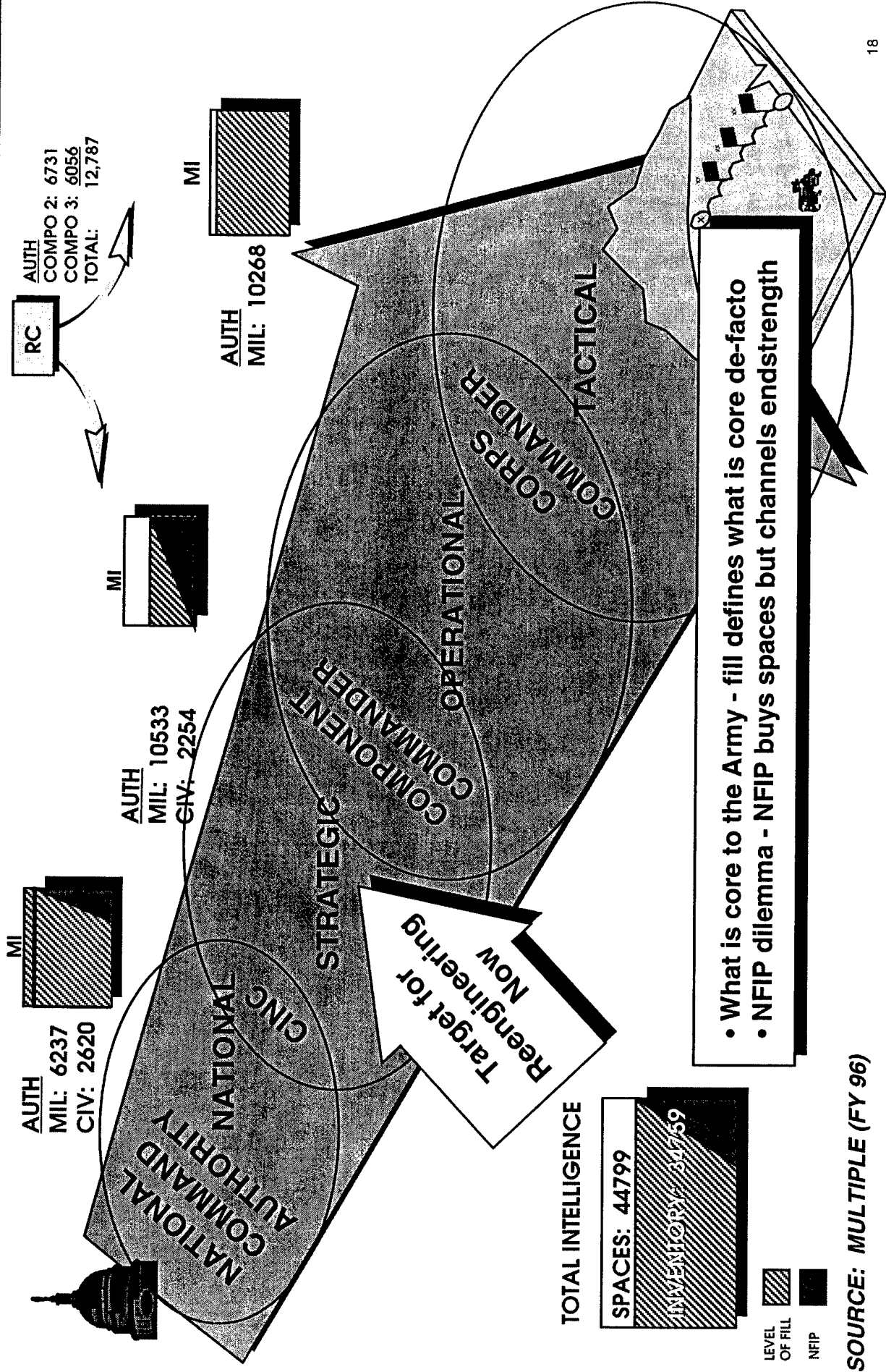


## Military Intelligence



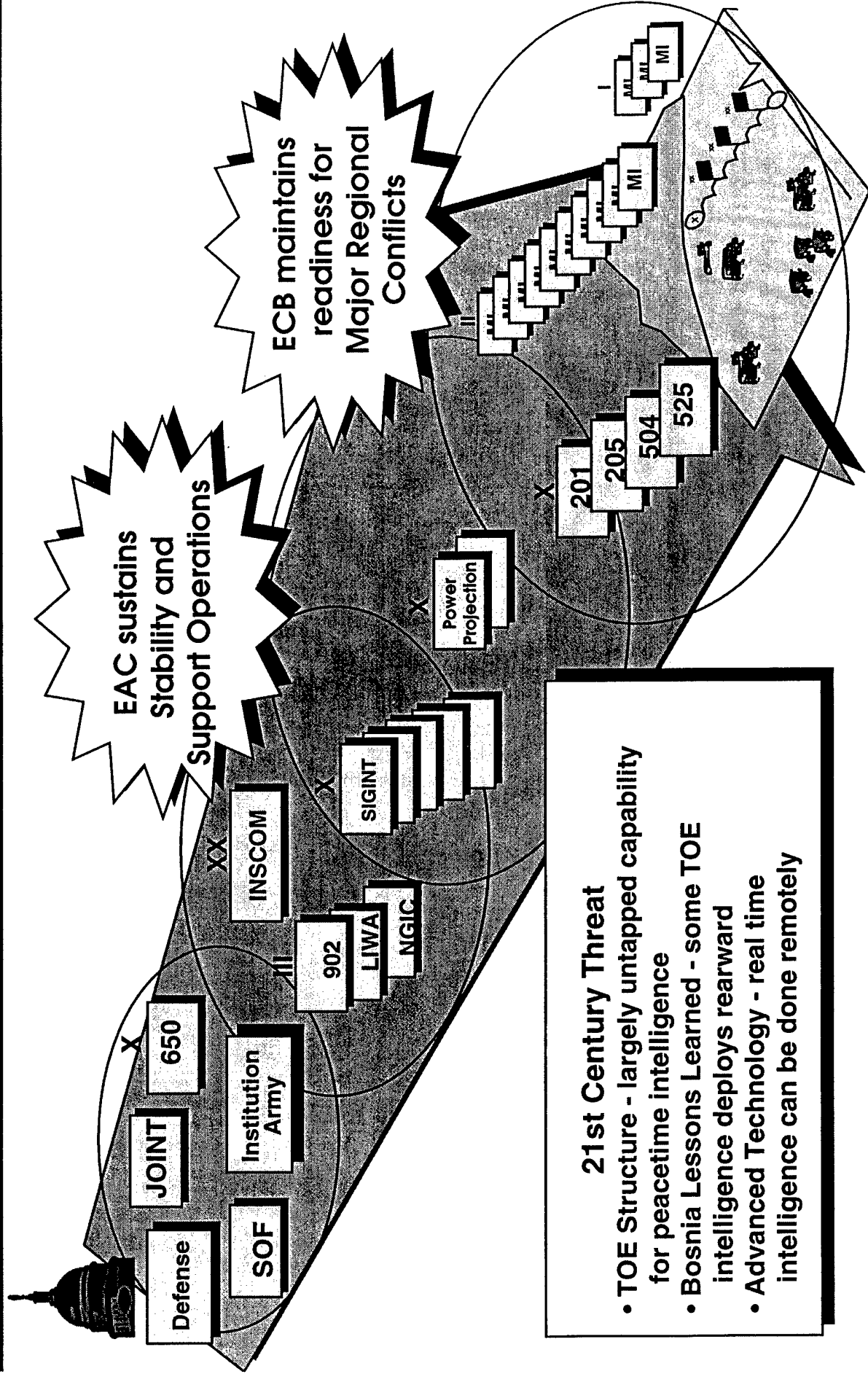


# Overstructured/Under-resourced





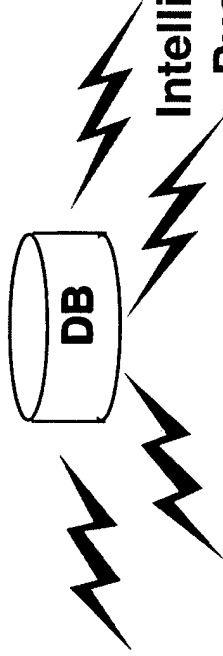
# Sustainment of Peacetime Intelligence





# Organization

## Tomorrow's Objective



- Intelligence in the 21st Century
- Push-pull database
- Flat, Internettted organizations

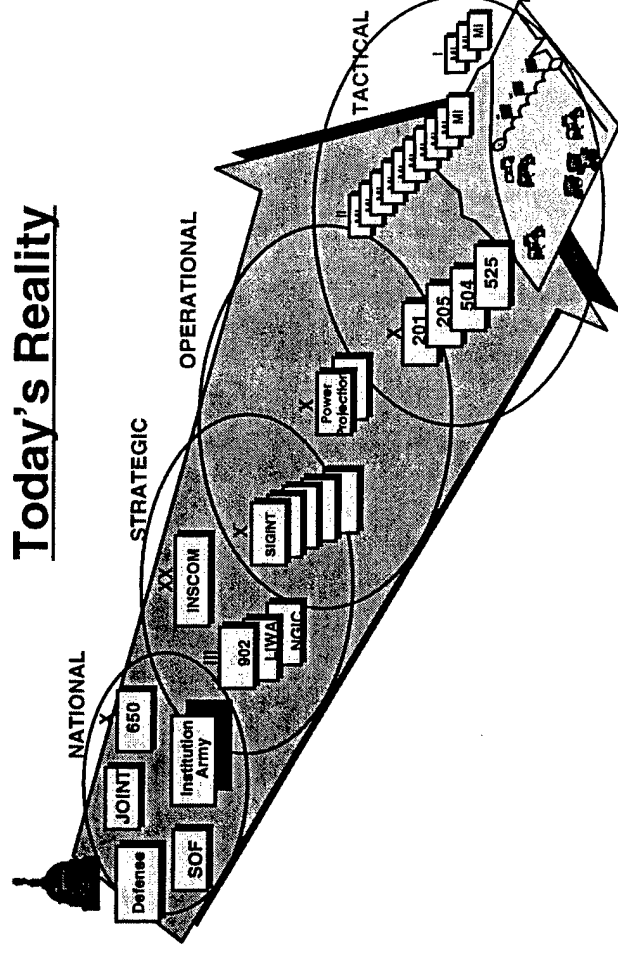
## • Organization Today

- linear structure tied to operational echelons
- hierarchical requirements system

## • Organization Tomorrow

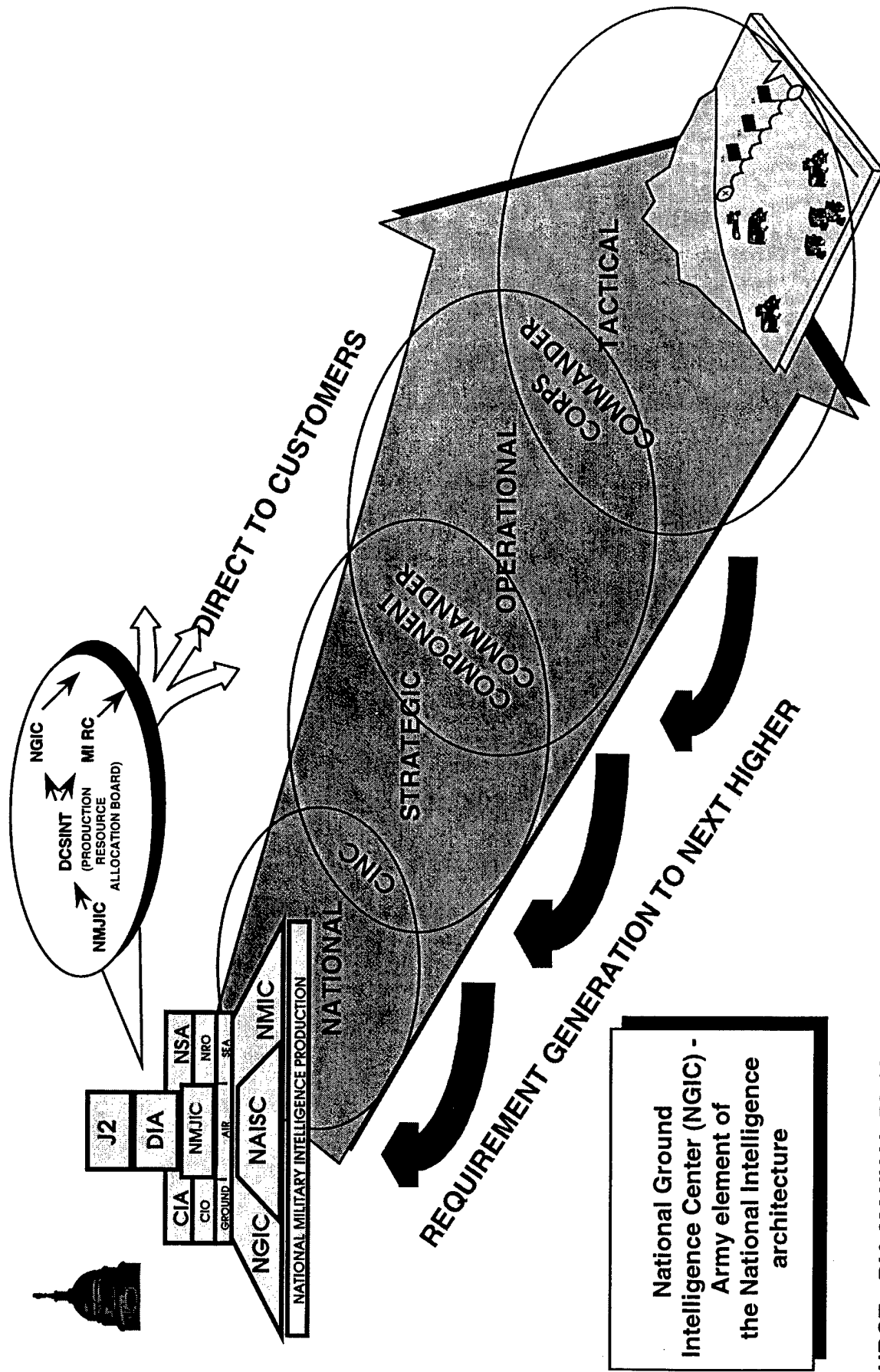
- seamless architecture
- connected electronically
- intelligence hierarchy unnecessary

## Today's Reality





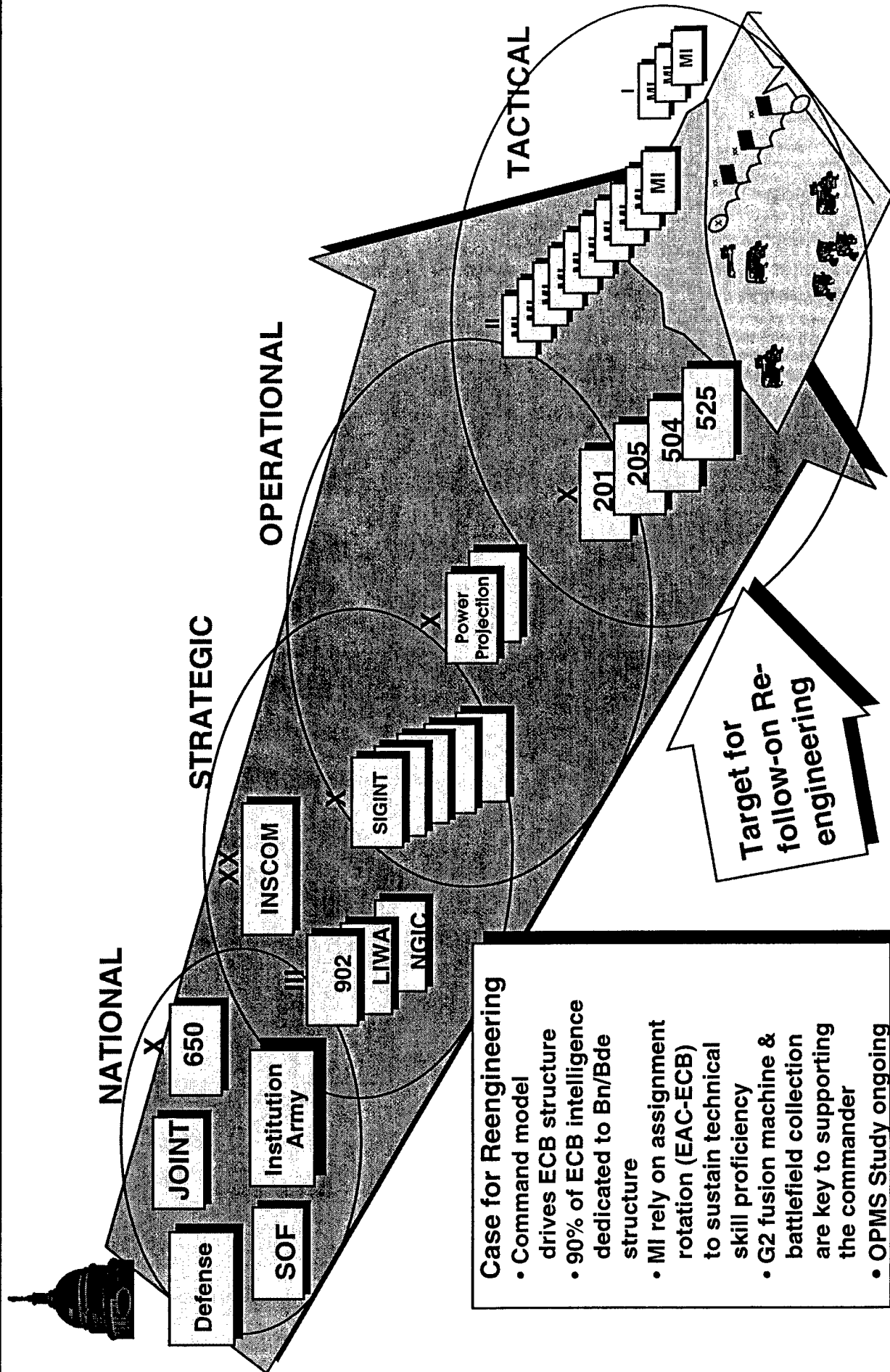
# Production Requirements System



SOURCE: DIA MANUAL 58-13



# Leader Development

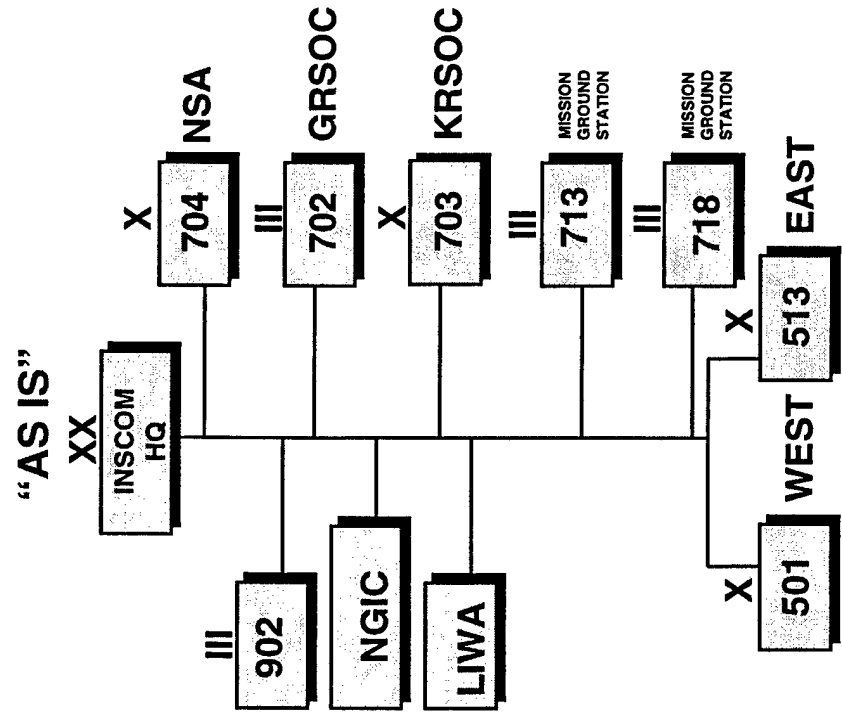




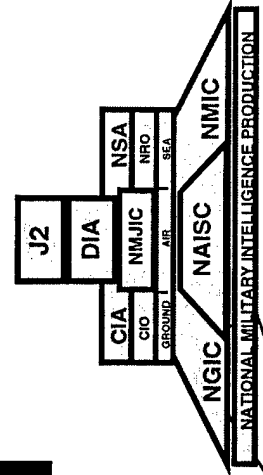
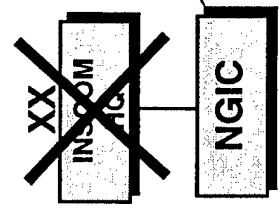
# Institutional Army Focus

## INSCOM

**"Umbrella" Perspective:**



**"TO BE"**



- NGIC links Army to National
- INSCOM HQ folds into NGIC
- Flattens EAC organization
- Saves some spaces
- NGIC re-roles as operational headquarters/production center
- NGIC exercises command & control of subordinate units



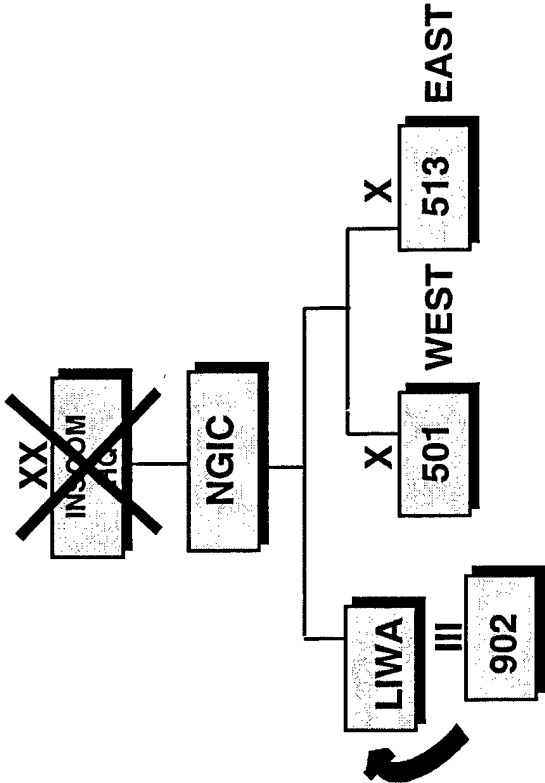
# Subordinate Units

“Umbrella” Perspective:

Information Operations  
in the 21st Century

- Shaping function for intelligence
- Counterintelligence & overt HUMINT subsumed by Information Warfare
- 902d & LIWA meld
- Mitigates LIWA resource shortfall:

Required	230
On Hand	139



Option A  
(Divest)

X  
SIGINT

Option B  
(TDA-TOE)



# SIGINT Options

"Umbrella" Perspective:

## Option A (Divest)

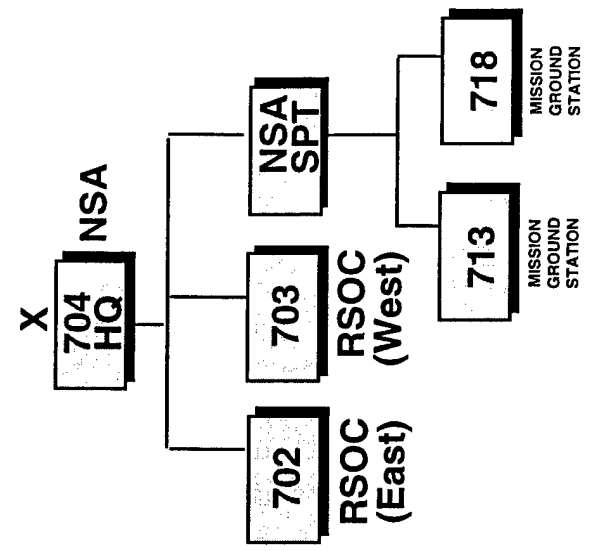
- Divest to NSA
- Acknowledges CINC is customer of National Intelligence; Ground Component Cdr is customer of Army Intelligence
- Zero base NSA requirement
- Exploit NFIP to resource civilians (in lieu of military)

X	704	NSA		
III	702	GRSOC		
X	703	KRSOC		
III	713	MISSION GROUND STATION		
III	718	MISSION GROUND STATION		

Current Auth				
MIL: 1729				
CIV: 26				
1755				
MIL: 338				
CIV: 21				
359				
MIL: 572				
CIV: 19				
591				
MIL: 193				
CIV: 22				
215				
MIL: 170				
CIV: 22				
192				

TOTAL: 3112

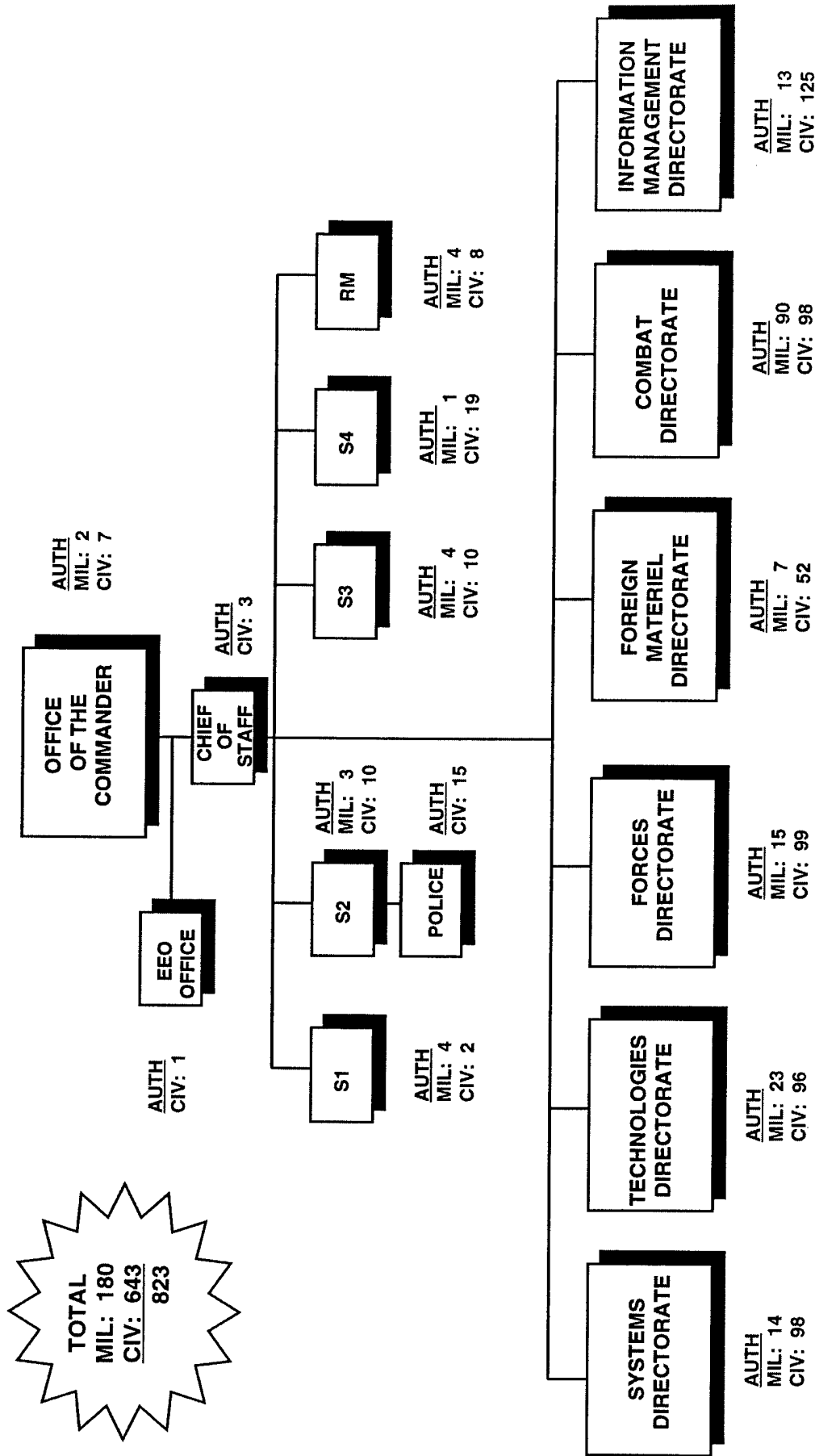
## Option B (TDA-TOE)



- Consolidate into one BDE & convert to TOE
- Bde Cdr leverages National SIGINT for Army
- Explore NFIP for EAC TOE
- Notional case design (savings TBD by TAA)

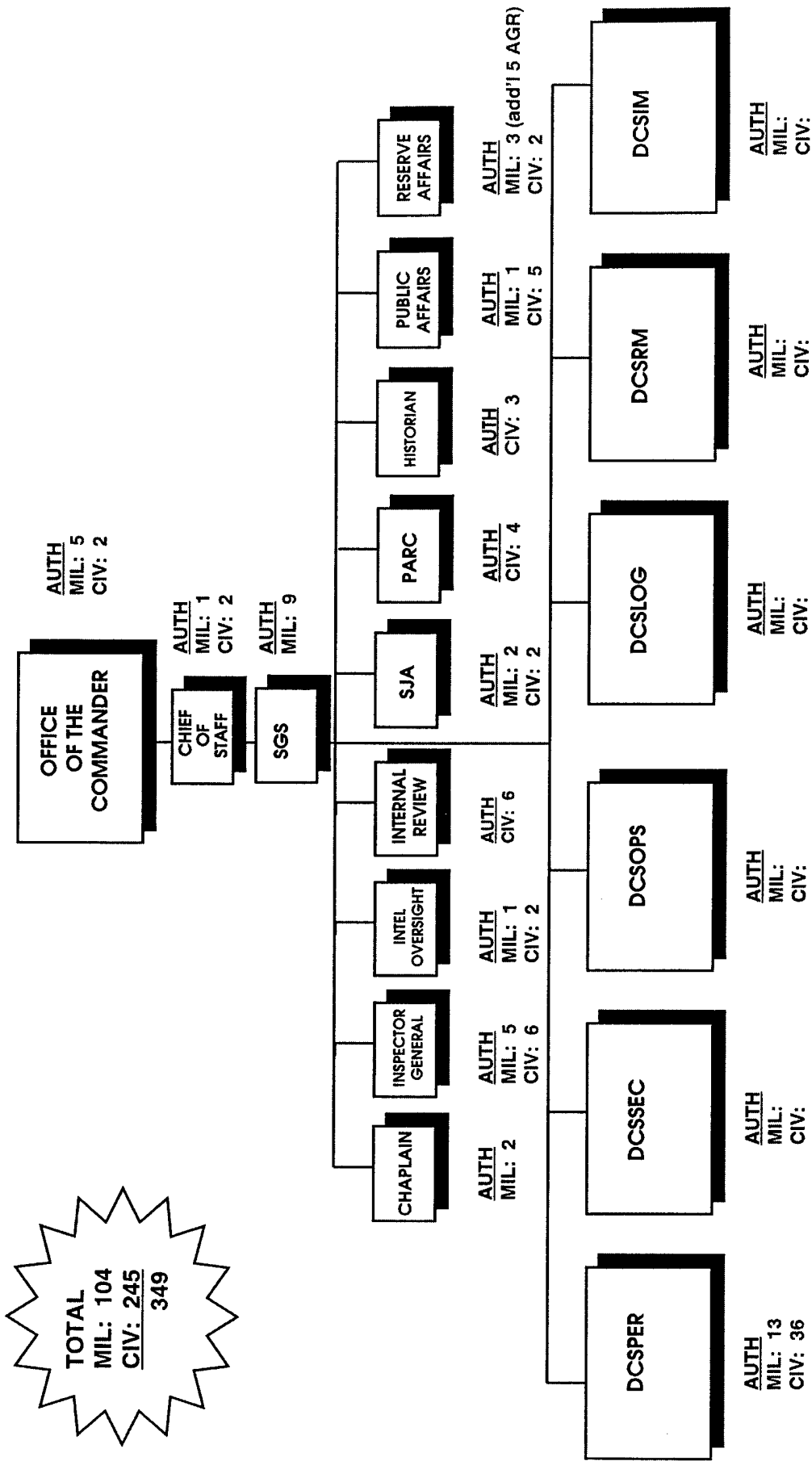


# National Ground Intelligence Center





# INSCOM Headquarters





# Conclusions

“Umbrella” Perspective	
<b>Concerns</b>	
<b>Oversight</b>	Army equities are protected by HQDA mechanism already in place
<b>Access to National Intelligence</b>	NGIC is entry point into National architecture; 704th Bde Commander should leverage SIGINT
<b>Loss of NFIP</b>	Exploit NFIP for civilians (no BES issue) & explore NFIP for TOE (EAC) military
<b>Dilution of NGIC production capability</b>	NGIC will need some spaces from INSCOM for command & control of subordinate units
<b>Degradation of support to warfighter</b>	Army intelligence customer is Army Component Commander (or JTF); what is core to the Army should be embedded at component level & below so as to be responsive to ground commanders; G2 fusion machine & battlefield collection are key at each operational echelon
<b>Over-confidence in technology advances</b>	In the Information Age, evolutionary organizational change may not keep pace with technology or decision cycle of commanders



# Organizational Alternatives

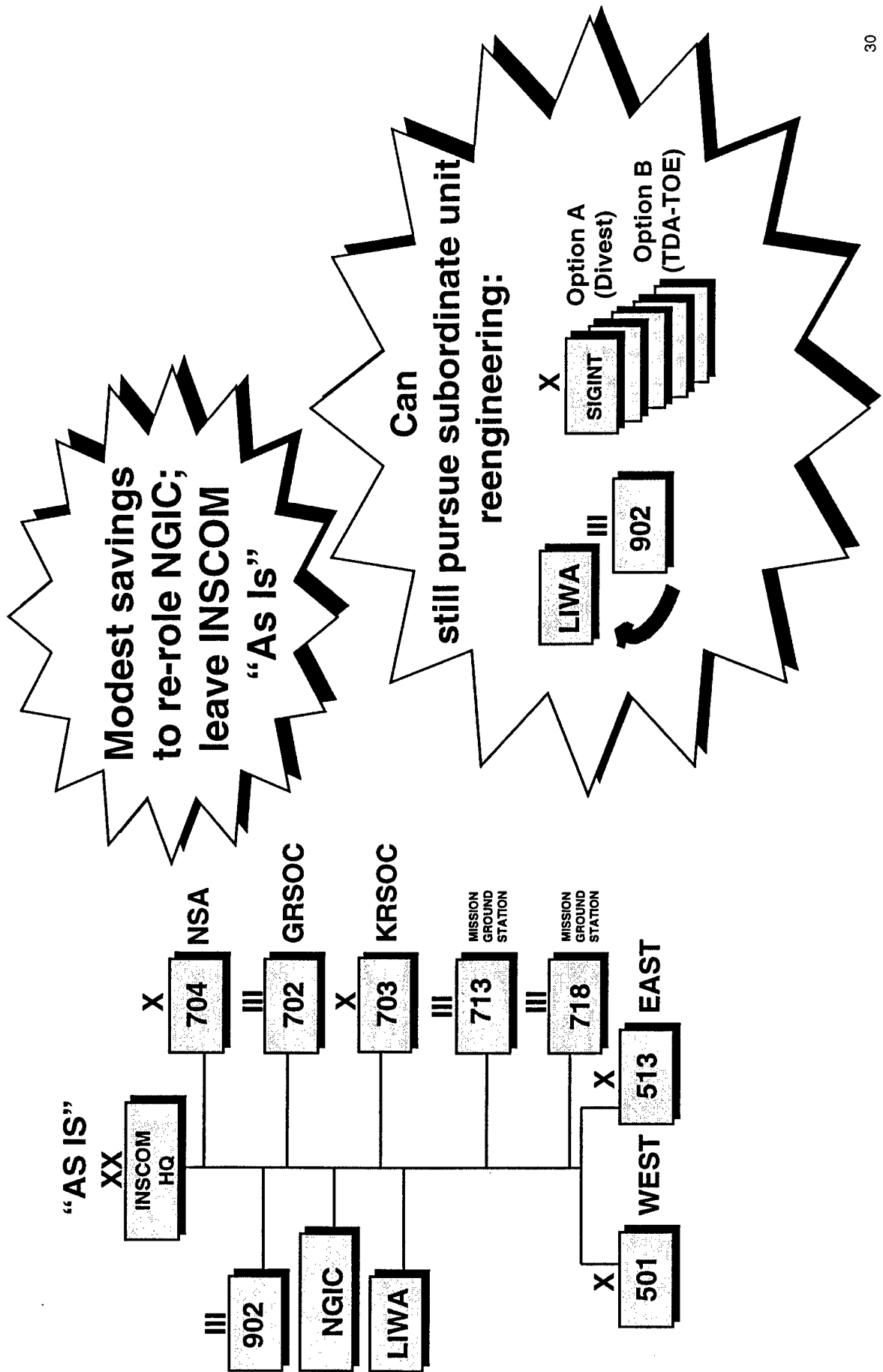
## "Umbrella" Perspective:

<b>Alternative 1</b>	<b>INSCOM as a specialized command (no change)</b>
<b>Alternative 2</b>	<b>NGIC as a specialized command (folds INSCOM into NGIC)</b>
<b>Alternative 3</b>	<b>NGIC as a FOA of the DCSINT (dual hatted)</b>
<b>Alternative 4</b>	<b>NGIC as a MSC of FORSCOM (power projection alignment)</b>



# Alternative #1

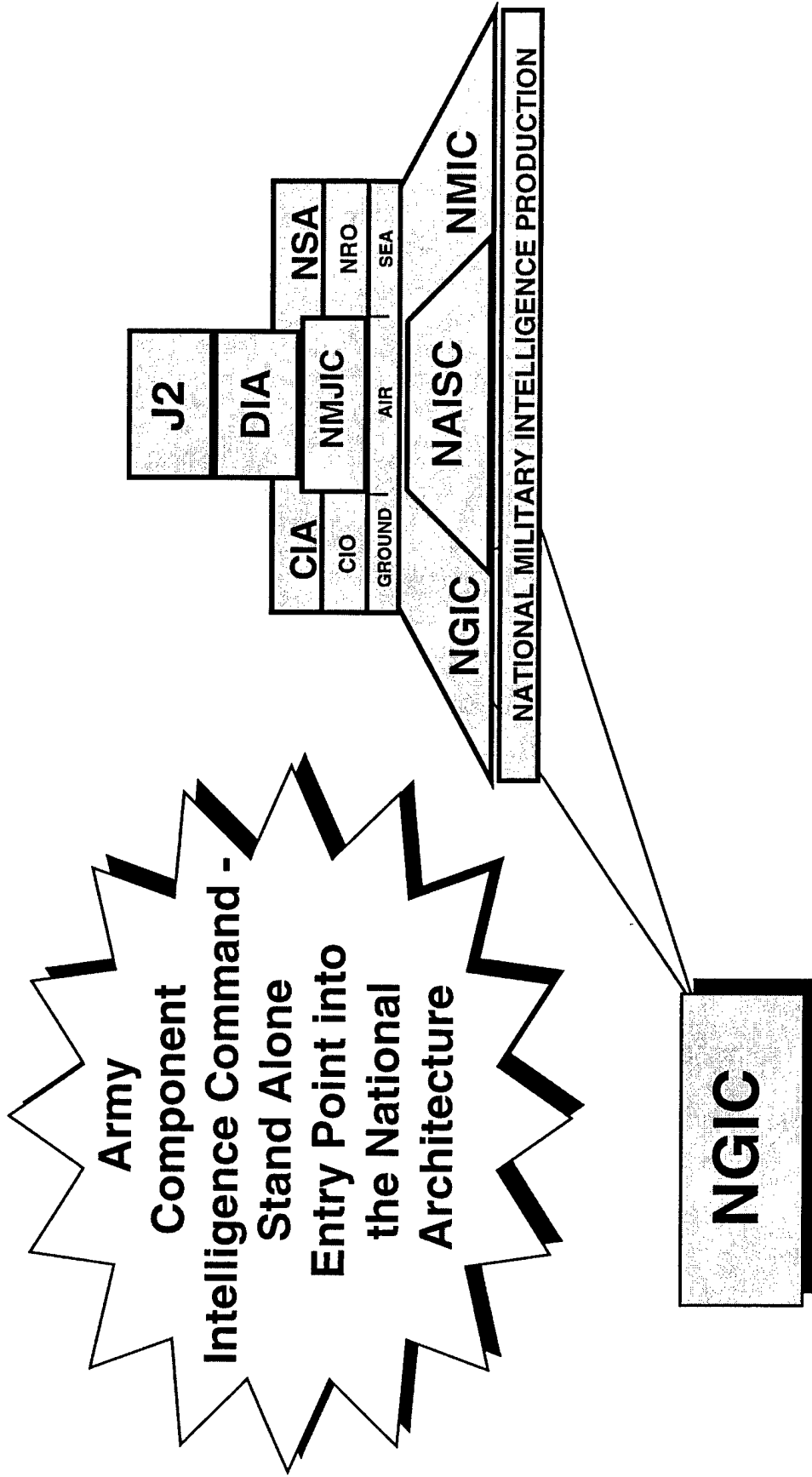
## INSCOM as a Specialized Command





# Alternative #2

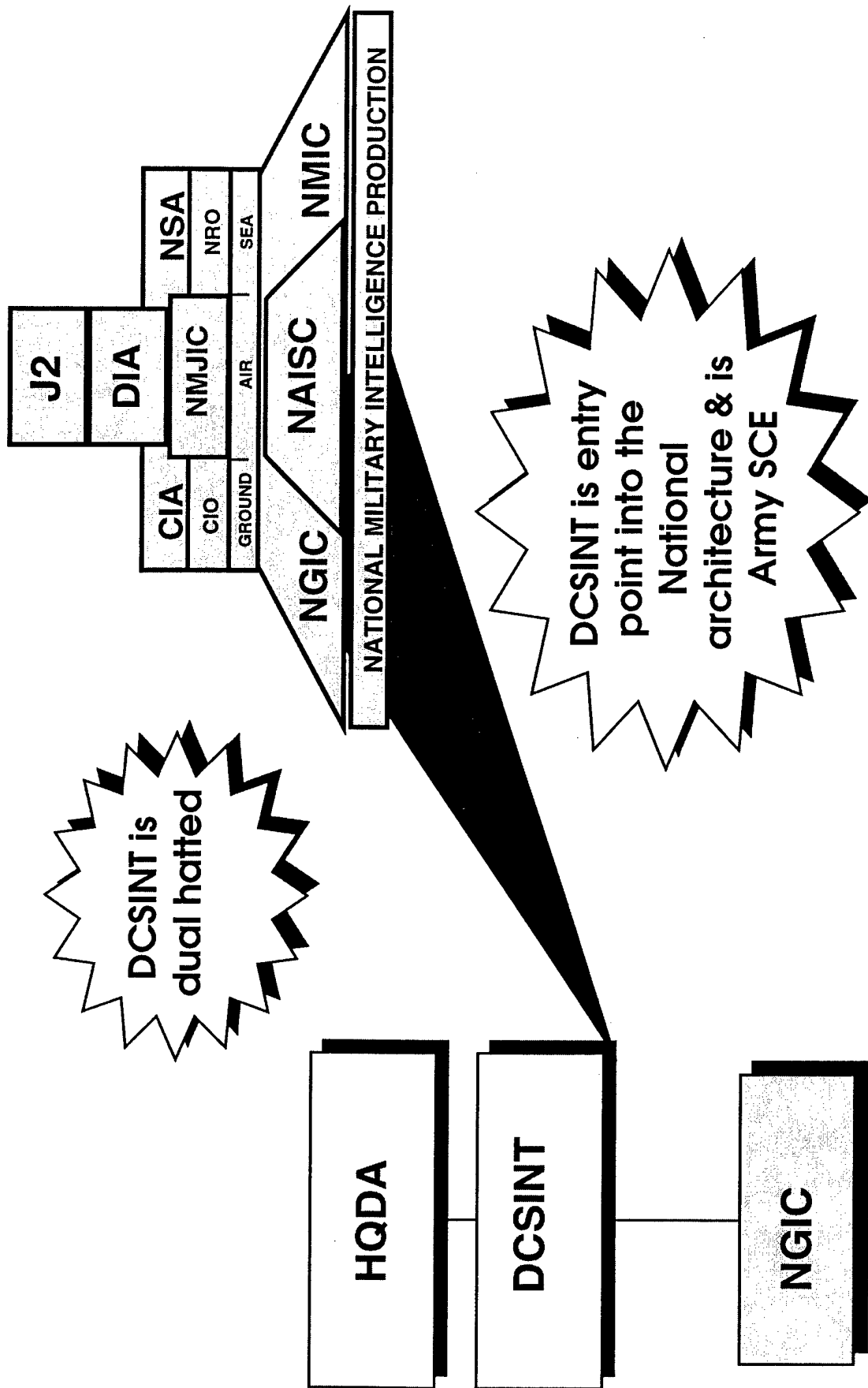
## NGIC as a Specialized Command





# Alternative #3

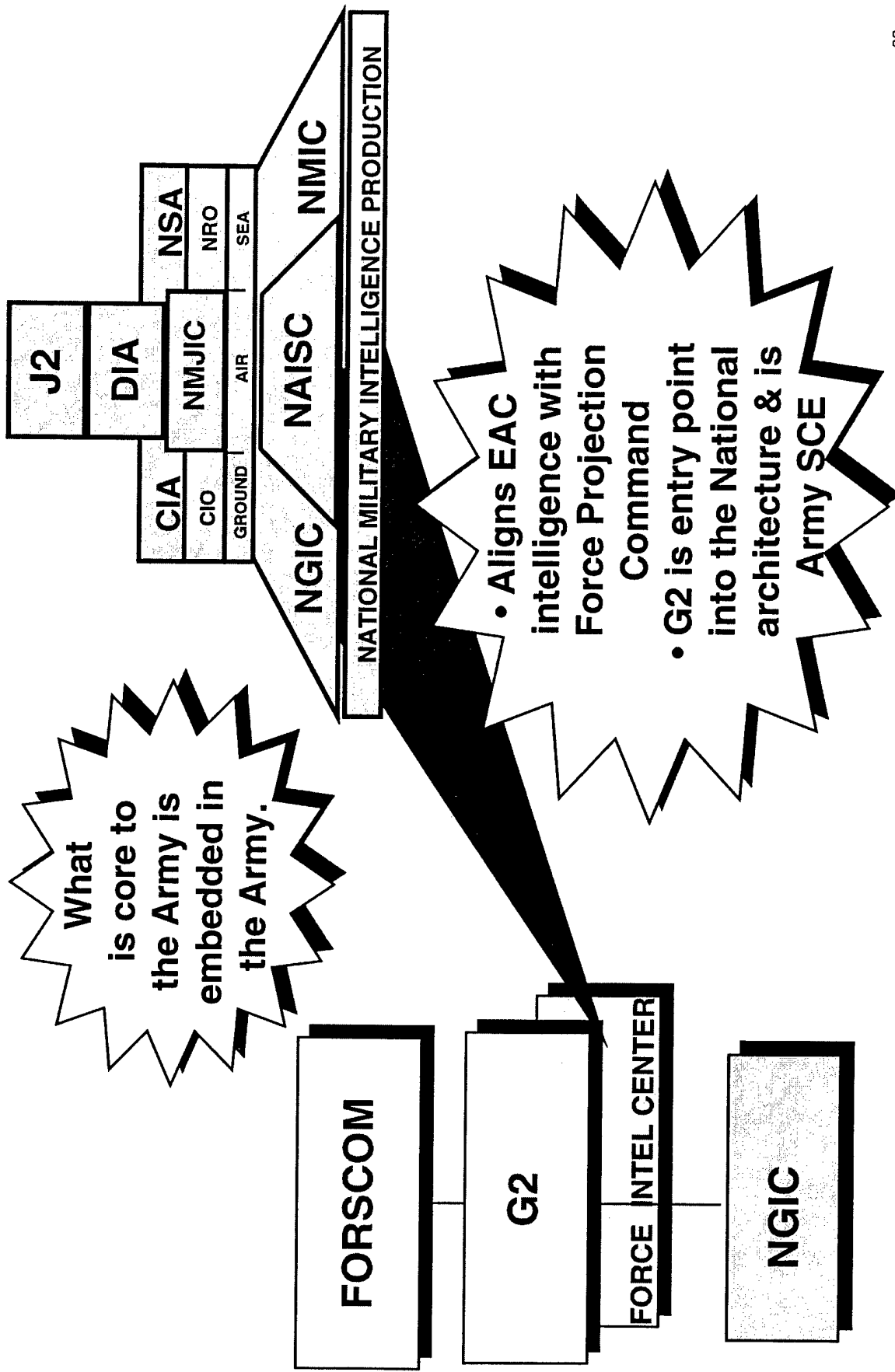
## NGIC as a FOA





# Alternative #4

## NGIC as a MSC of FORSCOM









# Summary

Umbrella Assessment	
<b>Guidance</b>	
<b>MACOM Status of INSCOM</b>	Can be a Specialized Command "As Is" or as flattened organization under NGIC
<b>40% Reduction in MACOMs</b>	As NGIC can be a FOA under DCSINT or MSC under FORSCOM
<b>TDA to TOE</b>	INSCOM SIGINT units offer opportunity for TOE conversion
<b>Measures of Efficiency &amp; Effectiveness (POM 00-05)</b>	Modest savings & streamlined organization with re-role of NGIC; additional yield in 902d/LIWA merge; further potential in TOE conversion
<b>Follow-on</b>	
- DCSINT FAR	Opportunity to take on additional issues: linguists; polygraph; force protection
- TOE Redesign	Should be pursued in conjunction with OPMS Study



# **Where Do We Go from Here**

## **Follow-on Tasks**

**Consider Results of Proponent FAA**

**Take “Umbrella” Assessment  
& Proponent Views to  
FORSCOM & TRADOC Commanders**

**Initiate FAR of DCSINT  
Beginning in January, 1997**

**Incorporate Commanders’ Input  
& FAR results into “Umbrella “Assessment**

**Present Decision Brief in June, 1997,  
in Preparation for PBD Development  
& POM 00-05 Submission**





*United States Army Intelligence Center and Fort Huachuca*  
*Fort Huachuca, Arizona 85613*



# **Military Intelligence Functional Area Assessment**

**Update to VCSA**

**2 May 1997**





# **Purpose**

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- **To provide a status update on tasking received at the 12 Dec 96 MI FAA**
- **Engage VCSA in discussion & direction ... being part of the process!**





# **Bottom Line Upfront**

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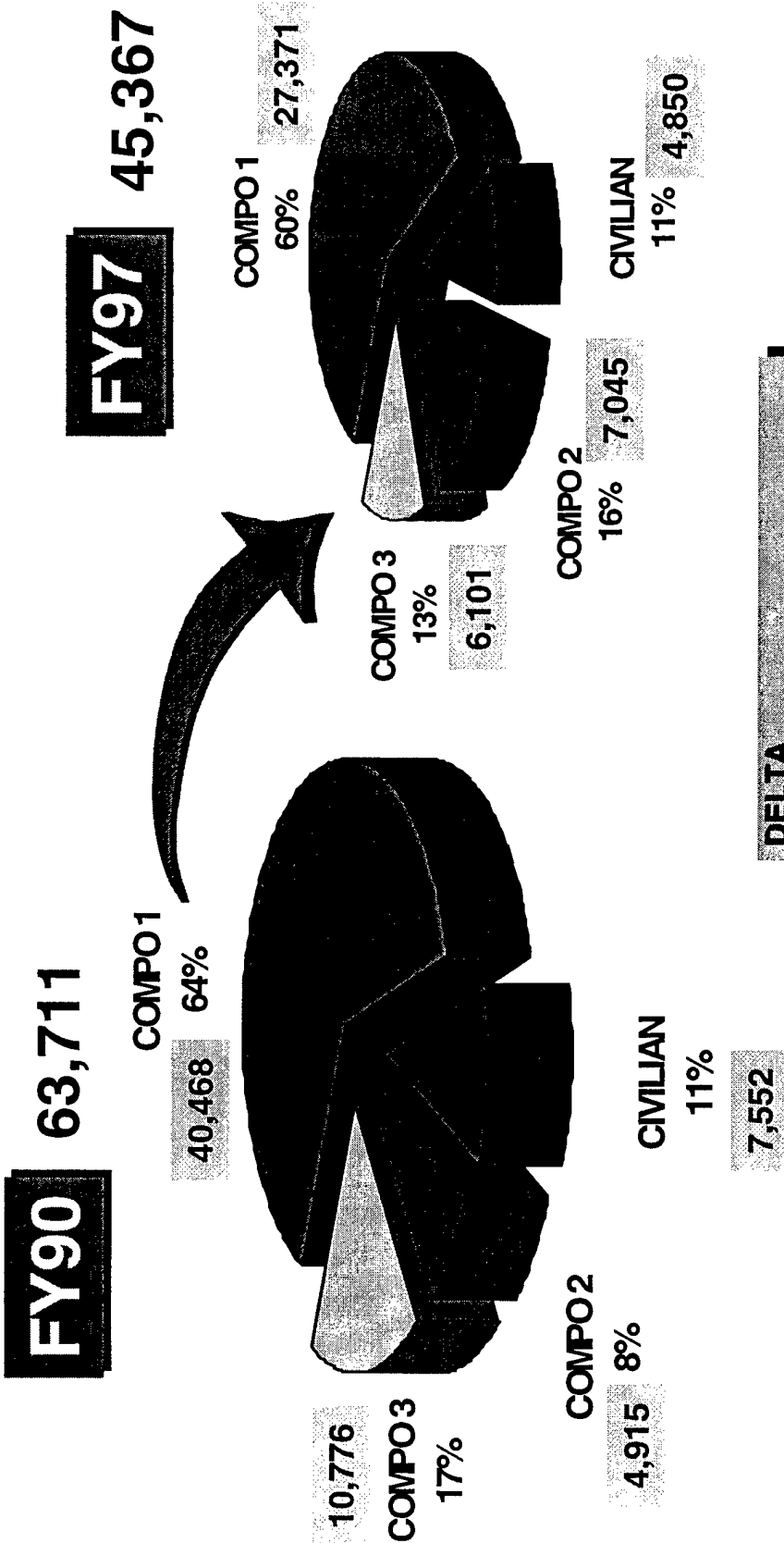
- **COMPO 1 Billet Reduction ... ~2250**
- **INSCOM:**
  - **Must remain unified**
  - **C2 subordination transparent**
- **TDA-TOE conversion ... submitted**
- **AC/RC mix ... initial ideas**





# MI Total Force Laydown

## -- MI FORCE COMPOSITION --



DELTA		
• COMPO 1	-32%	
• - Civilian	-36%	
• COMPO 2	+43%	
• COMPO 3	-43%	
• Overall	-29%	





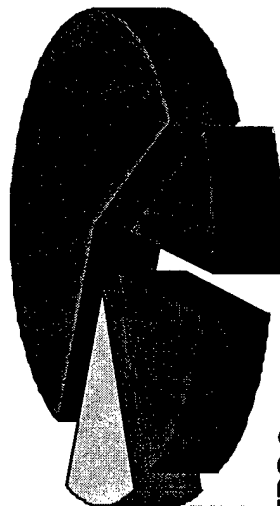
# MI Total Force Laydown

## -- MI FORCE COMPOSITION --



COMPO 1  
60%

27,371



COMPO 3  
13%

6,101

COMPO 2  
16%

7,045

CIVILIAN  
11%

4,850

45,367

1193 Substantive Analysts

The "MI Total Force" includes:

- MI MOS IN MI UNITS
- NON - MI MOS IN MI UNITS
- MI MOS IN NON - MI UNITS
- NON - MI MOS IN NON-MI UNIT

### Non- MI

- ◆ Compo 1: 7,208 26%
- ◆ Compo 2: 772 \* 10%
- ◆ Compo 3: 1,125 \* 18%

\* Additional 1380 (10%) = 97L





# MI FORCE ASSESSMENT

-- Issue Recap --



## ISSUE

## RECOMMENDATION

## STATUS

• Lack of Realistic Simulation	Support \$20M UFR for IEWTPT	\$7M of \$20M UFR Captured
• Field Grade Shortfall	Eliminate MI 01A/02A Rqmt Reduce FA participation by 50% Selectively continue eligible Majors Reduce Policy Fill from 96% to 85%	-- OPMS XXI Study -- FA 34 migration -- Field Grade down grading -- TFL reduction
• Deep Strike: Future Aerial Reconnaissance	If CONOPS/FCE does not work, acquire UAV for Corps Fight. Support migration of GRCS & ARL to ACS.	-- AWE UAV "goodness" -- JSTARS reduction -- ACS "threat"
• ASAS RWS	Support UFR of \$65.33M beginning in FY98. Field ASAS-RWS IAW DAMPL	-- UFR submitted
• Force Reduction	Work in progress!	-- this brief
• INSCOM C2	Specialized Command	-- this brief





# Status of 12 December FAA Taskings

---



- **Divisional MI Bn**
    - Make as small as possible
    - Fill at 100% or higher
  - **Corps MI Bde**
    - Explore integrating RC into AC
  - **INSCOM**
    - Convert to Specialized Command
    - Convert TDA to TOE
  - **Field Grade Requirements**
    - Reduce vice off-load
  - **Joint**
    - Reduce Requirements
    - Explore Standardizing JICs
  - **MI Laydown**
    - Show Savings by POM
- Work in Progress ... initial ideas in this briefing
  - Work in Progress ... initial ideas in this briefing
  - C2 ... Work in Progress
  - TDA/TOE ... done
  - Scrub is complete ... staffing next
  - Scrub is complete ... staffing next
  - JICs ... need to be non-standard
  - July 31

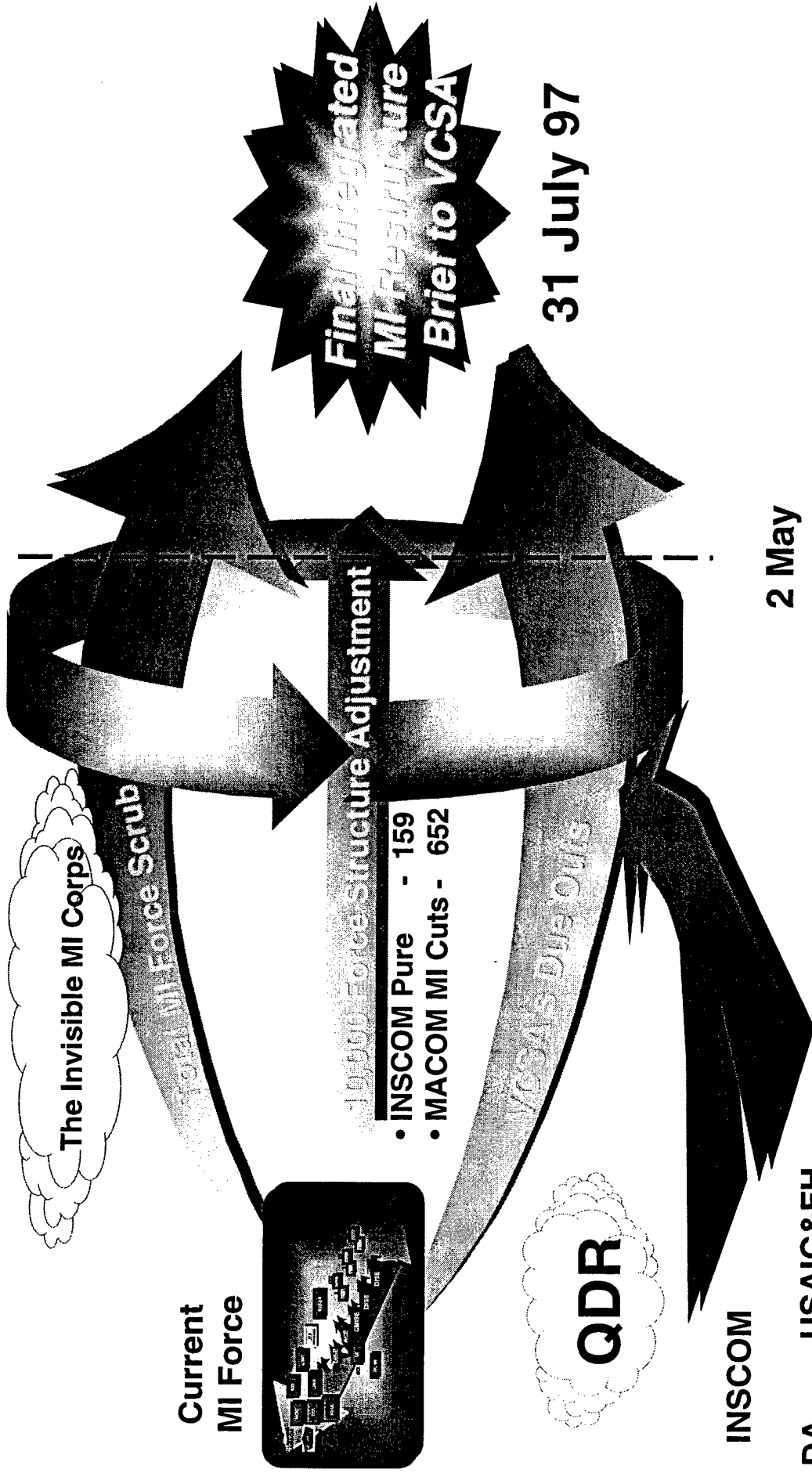




# MI TOTAL FORCE LAYDOWN



*Fully Integrated  
MI Story*



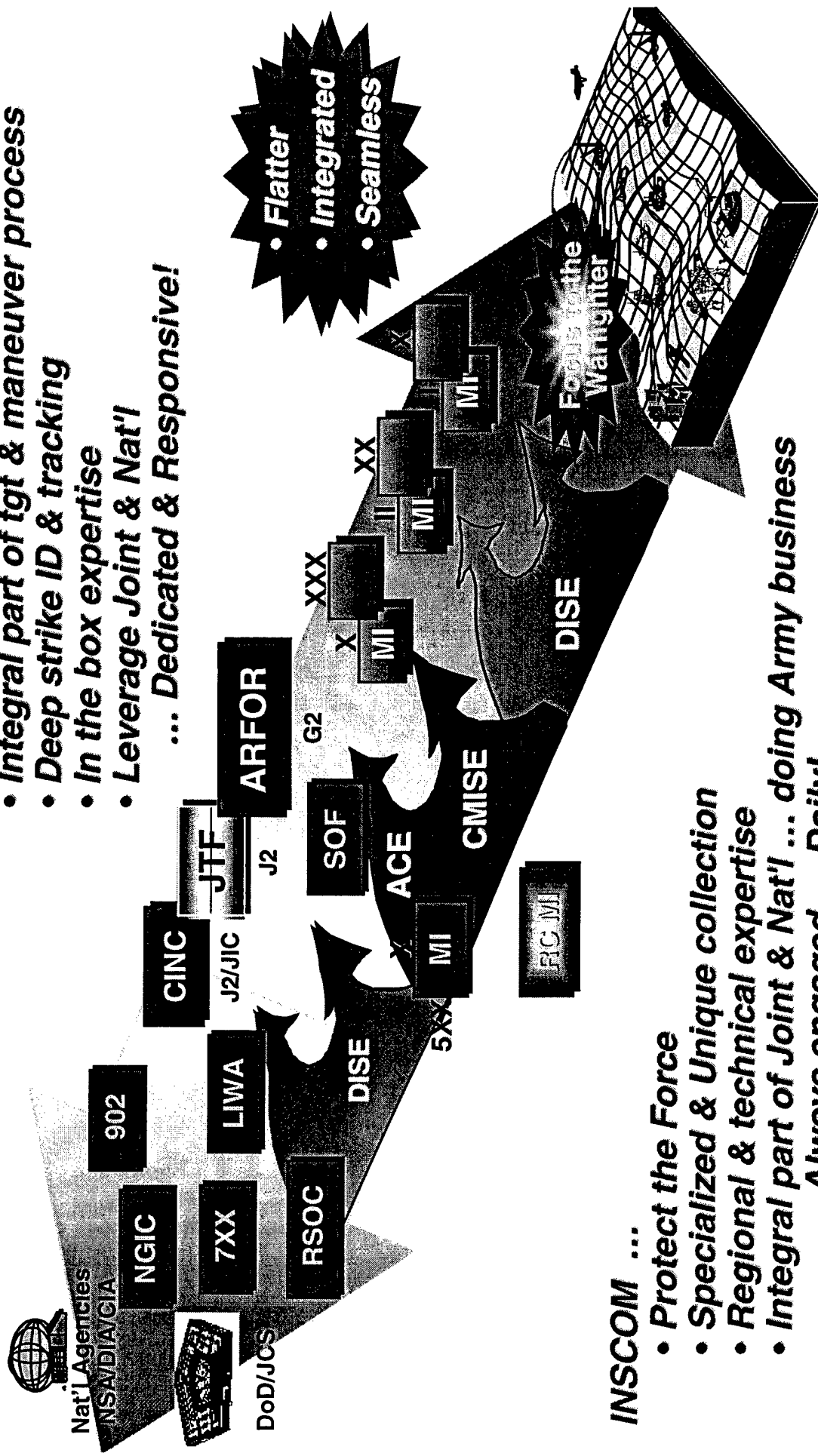




## Corps & Division ...

- **Integral part of tgt & maneuver process**
- **Deep strike ID & tracking**
- **In the box expertise**
- **Leverage Joint & Nat'l**

**... Dedicated & Responsive!**



# INSCOM ...

- *Protect the Force*
- *Specialized & Unique collection*
- *Regional & technical expertise*
- *Integral part of Joint & Nat'l ... d*

**...Always engaged ... Daily!**



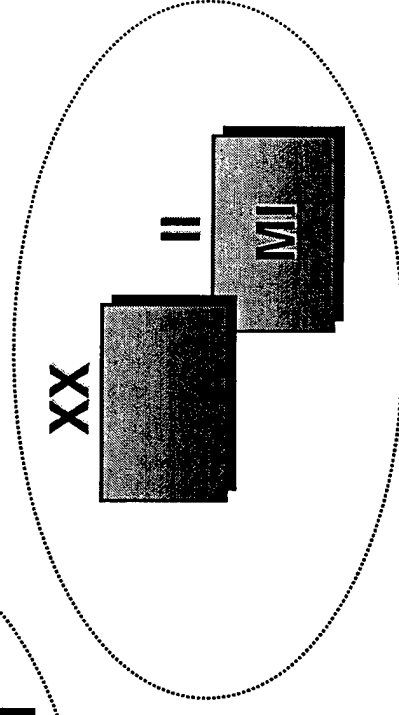
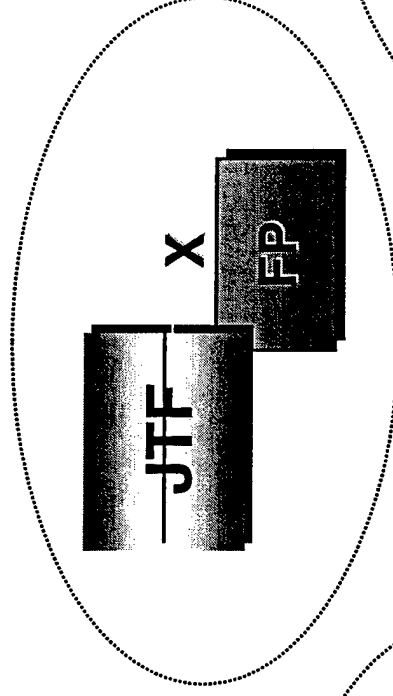
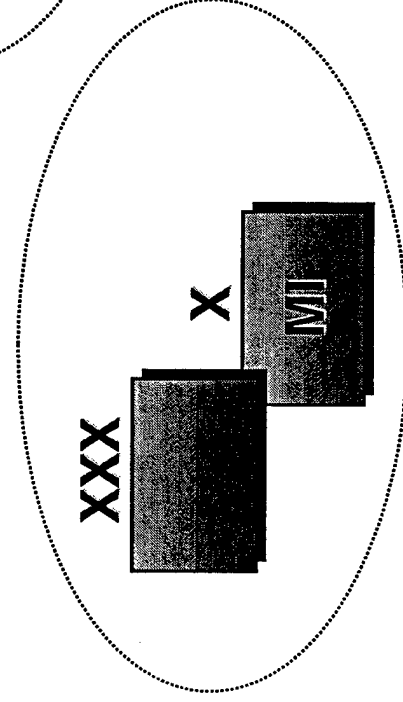


# MI FUNCTIONAL AREA ASSESSMENT

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## Tactical & Operational Restructure Opportunities

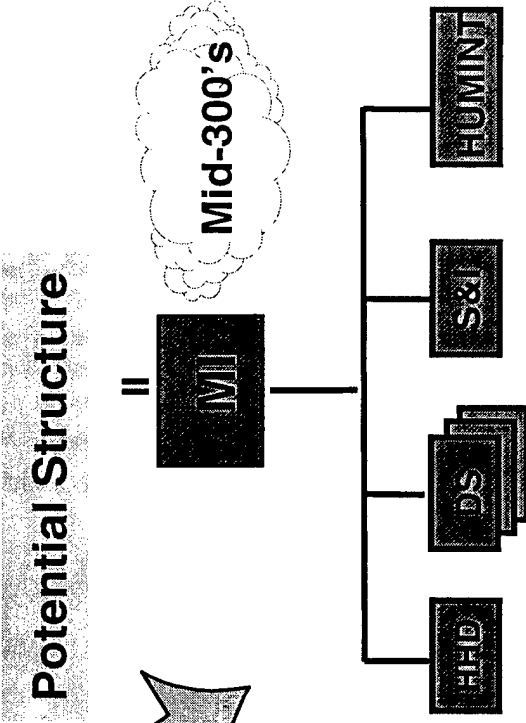
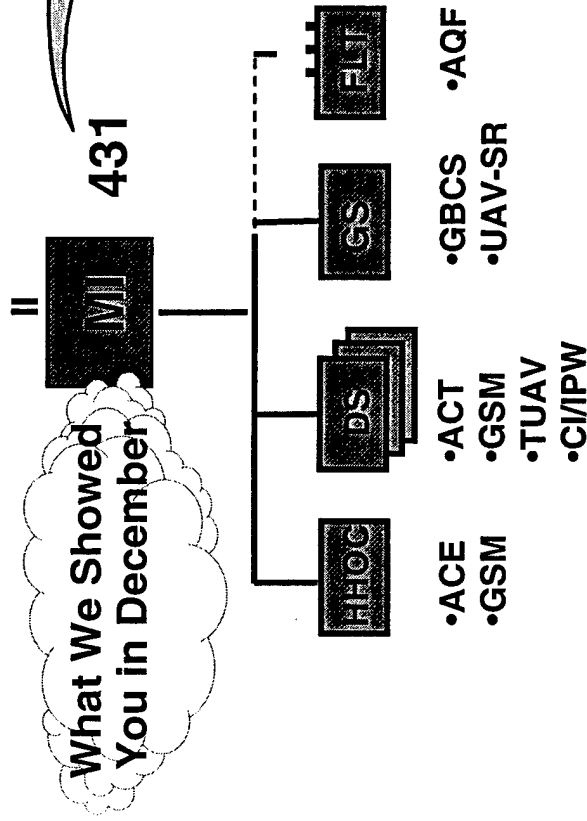






# ORGANIZATION

-- Division --



## DELTA

- ✓ GBSCS & AQF ... To Corps
- ✓ GSOC ... Add
- ✓ CI/HUMINT ... Reduce
- ✓ MITT ... To ASAS/CGS
- ✓ IREMBASS ... To Scouts

## RISKS

- CCIR ... "Asker" vs "Tasker"
- Reduces organic ability to determine threat "intent" ... & will to fight
- Reduces most organic all weather collection
- Eliminates organic electronic attack/SEAD
- Reduces force protection & C-RISTA
- Heavy reliance on EAD for targeting & surge

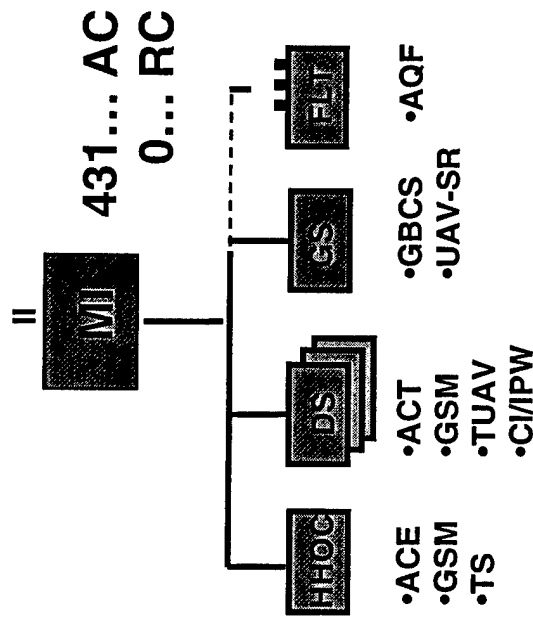
LRS to Corps  
For Light





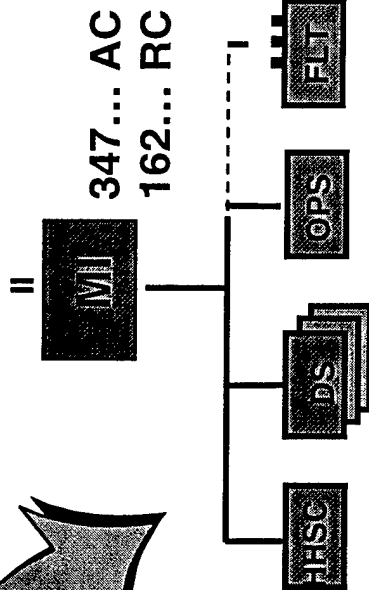
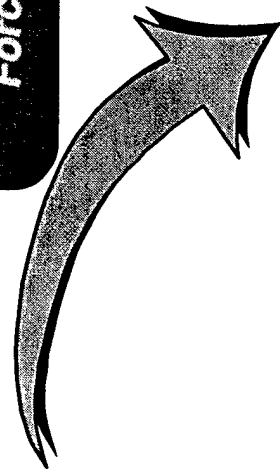
# ORGANIZATION

-- Heavy Division --



**Key Force XXI Enablers**

- ACE... Threat & IO Assessment
- DS COM... How Battle Force
- Collection... Freedom of Movement, Force Protection & Targeting



**CHANGES**

- ✓ GBCS ...
- ✓ UAV-SR ...
- ✓ IREMBASS ...
- ✓ HUMINT ...
- ✓ SOC, HOC, TES-D ...
- Access & Leverage

To Corps  
To Corps  
TO RC ... new  
RC Augment  
Reinvest

Nature of  
Tactical SIGINT

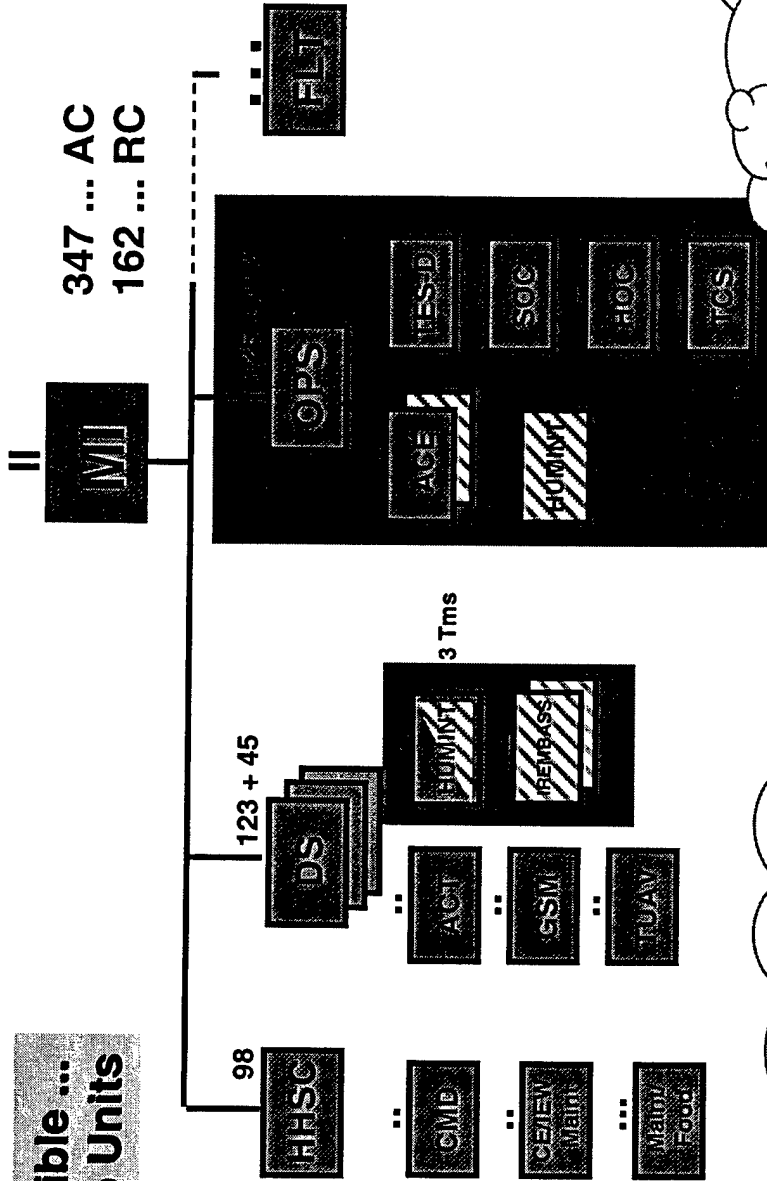
AC/RC Mix





# AC/RC MIX

Where Possible ...  
Multi-Compo Units



RC Readiness Reporting ...  
Linked to Parent AC Unit

**Challenges**

- Access prior to alert
- \$\$ ... Programming Wedge (Tng & Call-up)

One Corps & Two Divisions ... Total AC



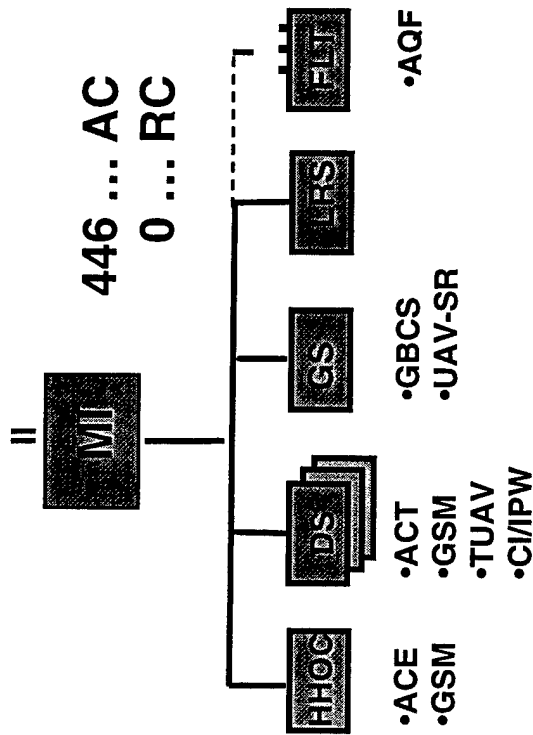


# ORGANIZATION

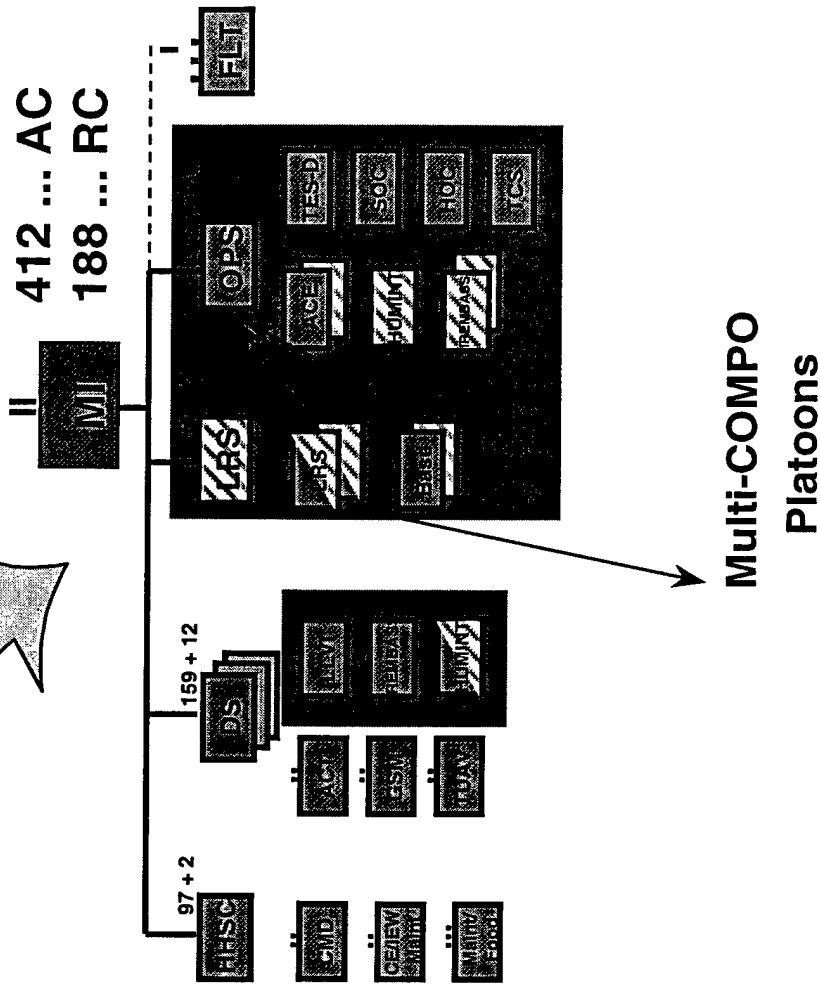
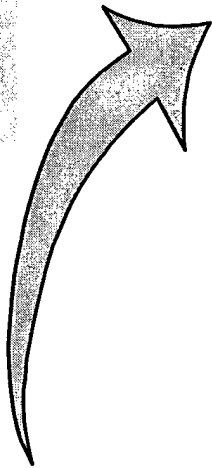
## -- Lt/ABN/AASLT Division --



Current



Potential Structure



Multi-COMPO  
Platoons

### CHANGES

- ✓ GBCS ... SAME
- ✓ UAV-SR ... AS
- ✓ SOC, HOC & TES-D ... HEAVY DIV
- ✓ HUMINT & LRS ... Reduce AC
- ✓ IREMBASS ... RC Augment
- ✓ LLVI ... RC Augment
- ✓ ... Reinvest





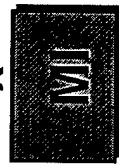
# ORGANIZATION

-- Corps --

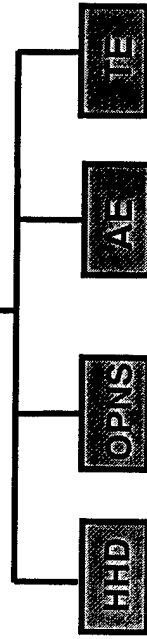


Current

X



1,084 ... AC  
0 ... RC



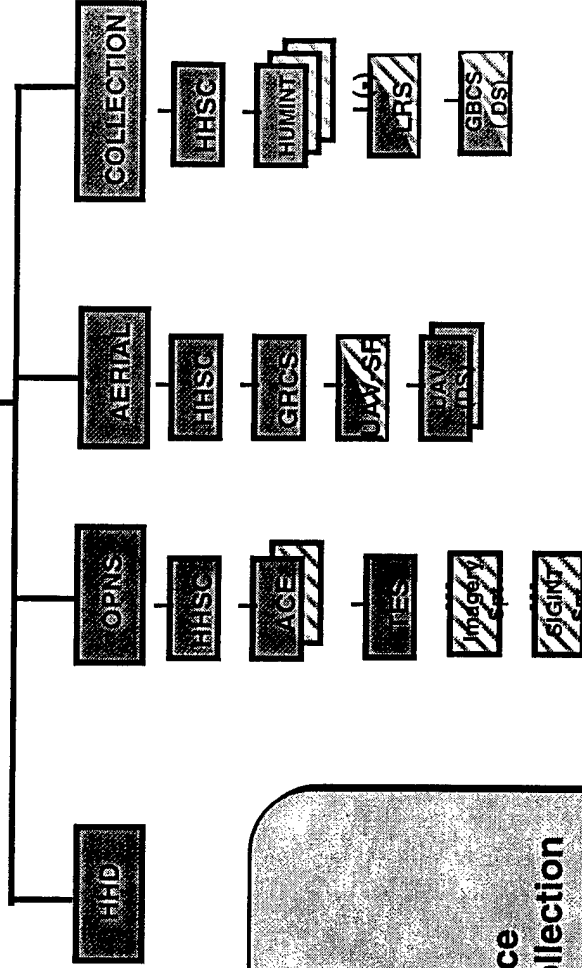
•ACE  
•ASAS  
•TENCAP

•GRCS  
•UAV-SR  
•CI  
•IPW  
•LRS

Potential Structure

X

1160 ... AC  
454 ... RC



## CHANGES

- ✓ TENCAP ...
- ✓ LRS & HUMINT ...
- ✓ GBSCS ...
- ✓ UAV-SR ...
- ✓ GRCS ...

- Downsize
  - Reduce AC
  - RC Augment
  - Consolidated & Reduce
  - Change the way of collection
  - Consolidate
  - DS to Div
- To ACS





# ORGANIZATION

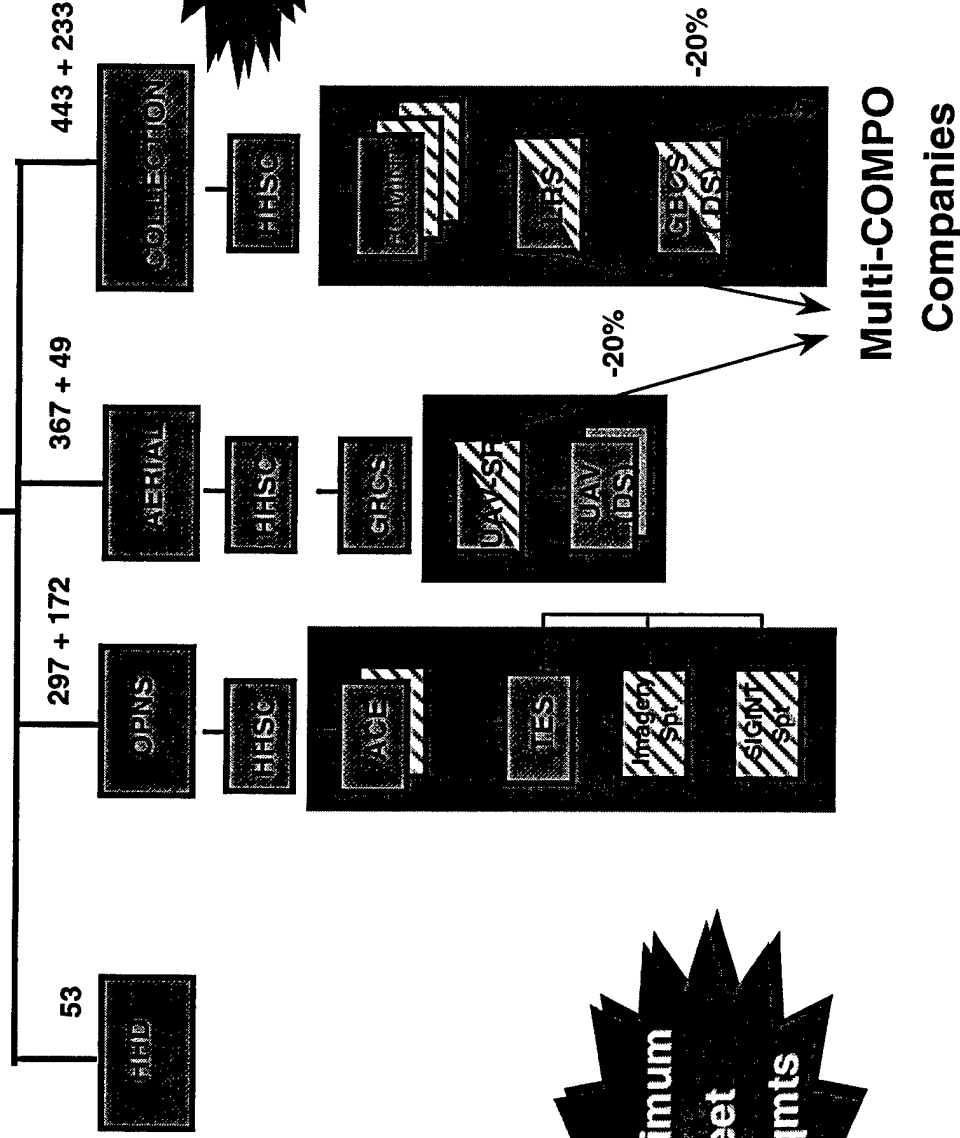
-- Corps MI Brigade Restructure --



Limits Corps Support to  
2 vice 3 Divisions

X

1160 ... AC  
454 ... RC

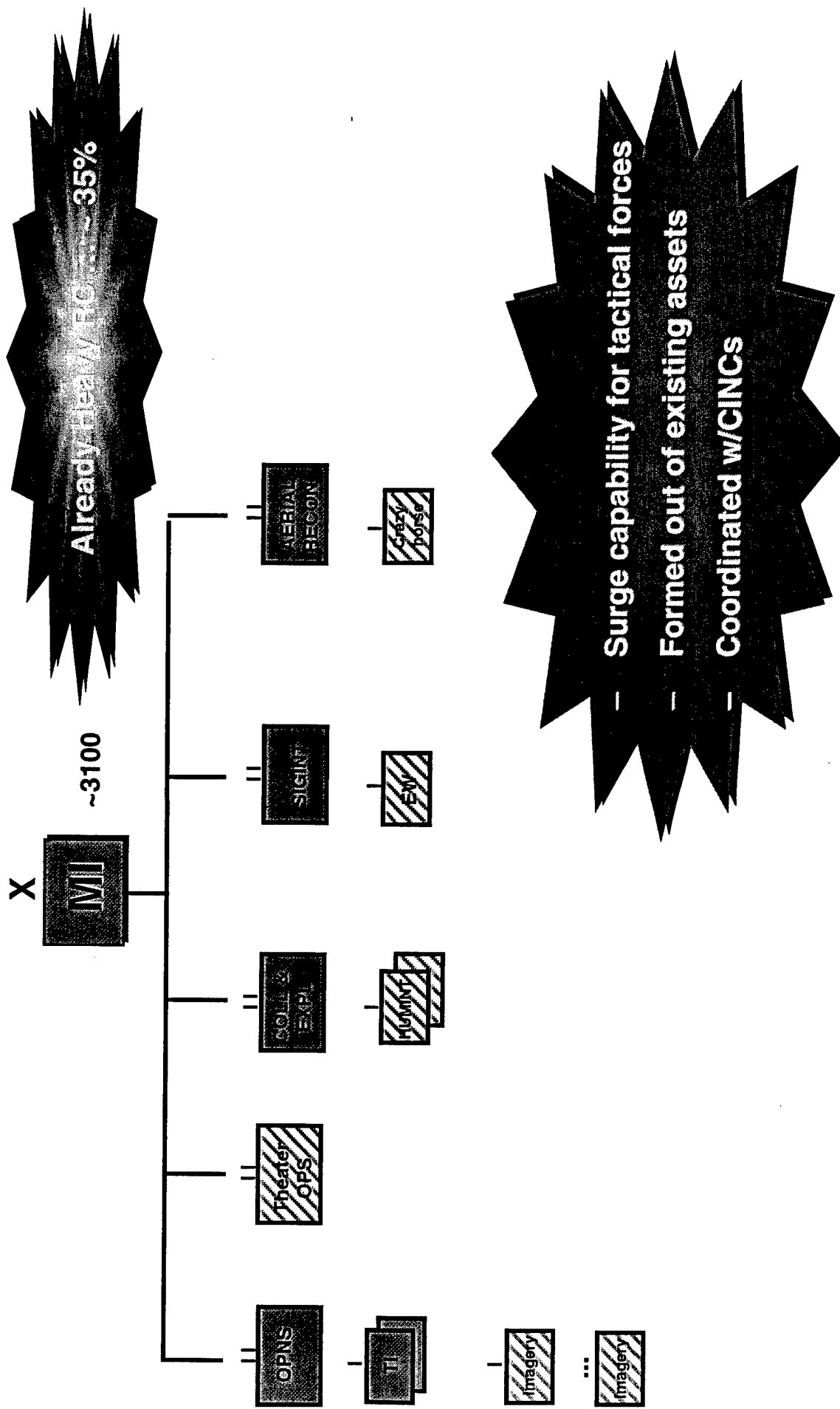


Retains Minimum  
Spt to Meet  
Tactical Rqmts





**-- Force Projection Brigade - East --**





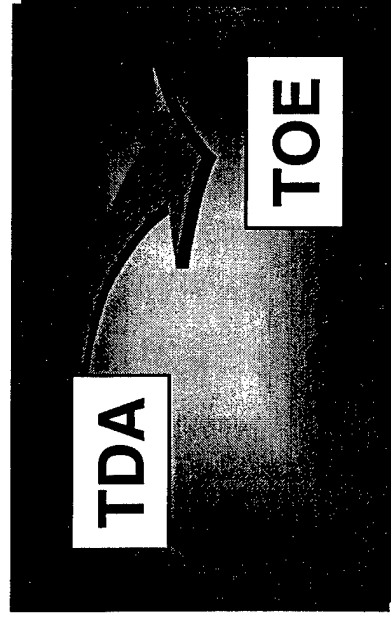


# MI FUNCTIONAL AREA ASSESSMENT

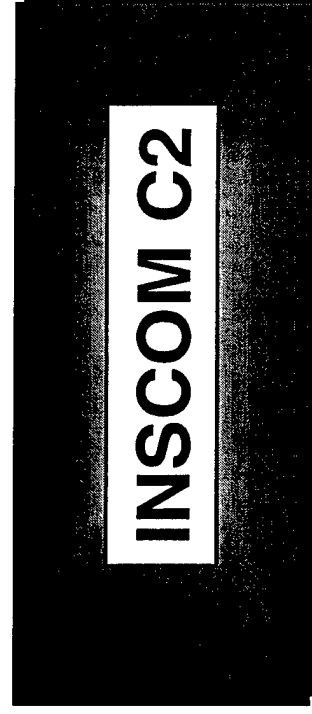
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## INSCOM Status



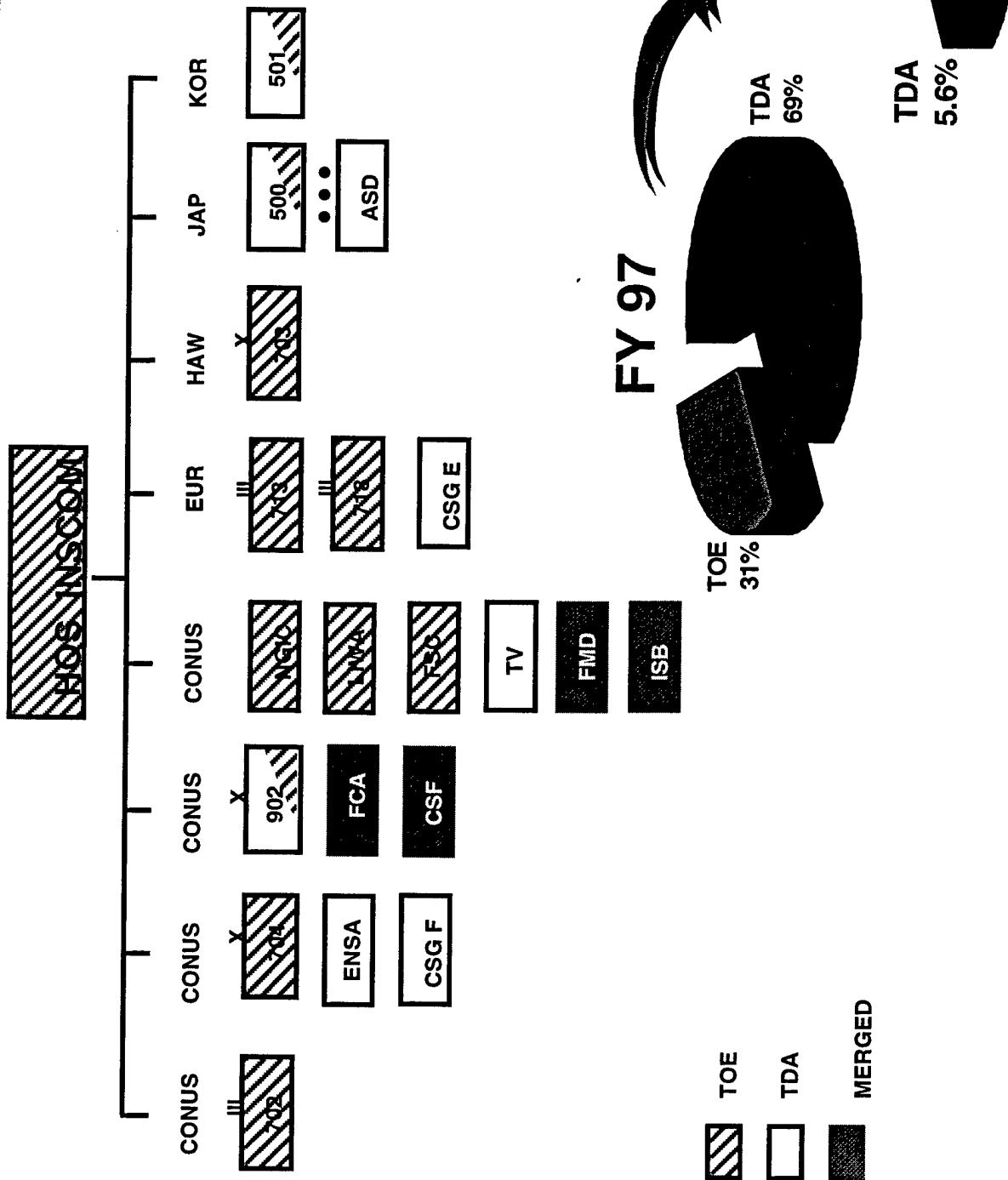
... Two Critical Conversion Processes







# TDA to TOE Conversion







# INSCOM C2 STRUCTURE



- Key Functions:

- Intelligence Oversight
- World-wide C2 of critical & specialized functions
- Army's SCE ... by regulation
- DoD Production Interface
- Garners OPM... Nat'l

Army Specialized Command ...  
Current Guidance

- “Look like a Division” ... differences:

- Historian = army repository for classified
- Contracts = secure contracting
- Oversight = IO, IG, IR, SJA
- Reserve Affairs = essential to integrate AC/RC
- PAO = disclosure protection

If Army adopts 100-XX ... Options:

- DCSINT FOA
- FORSCOM Subordinate

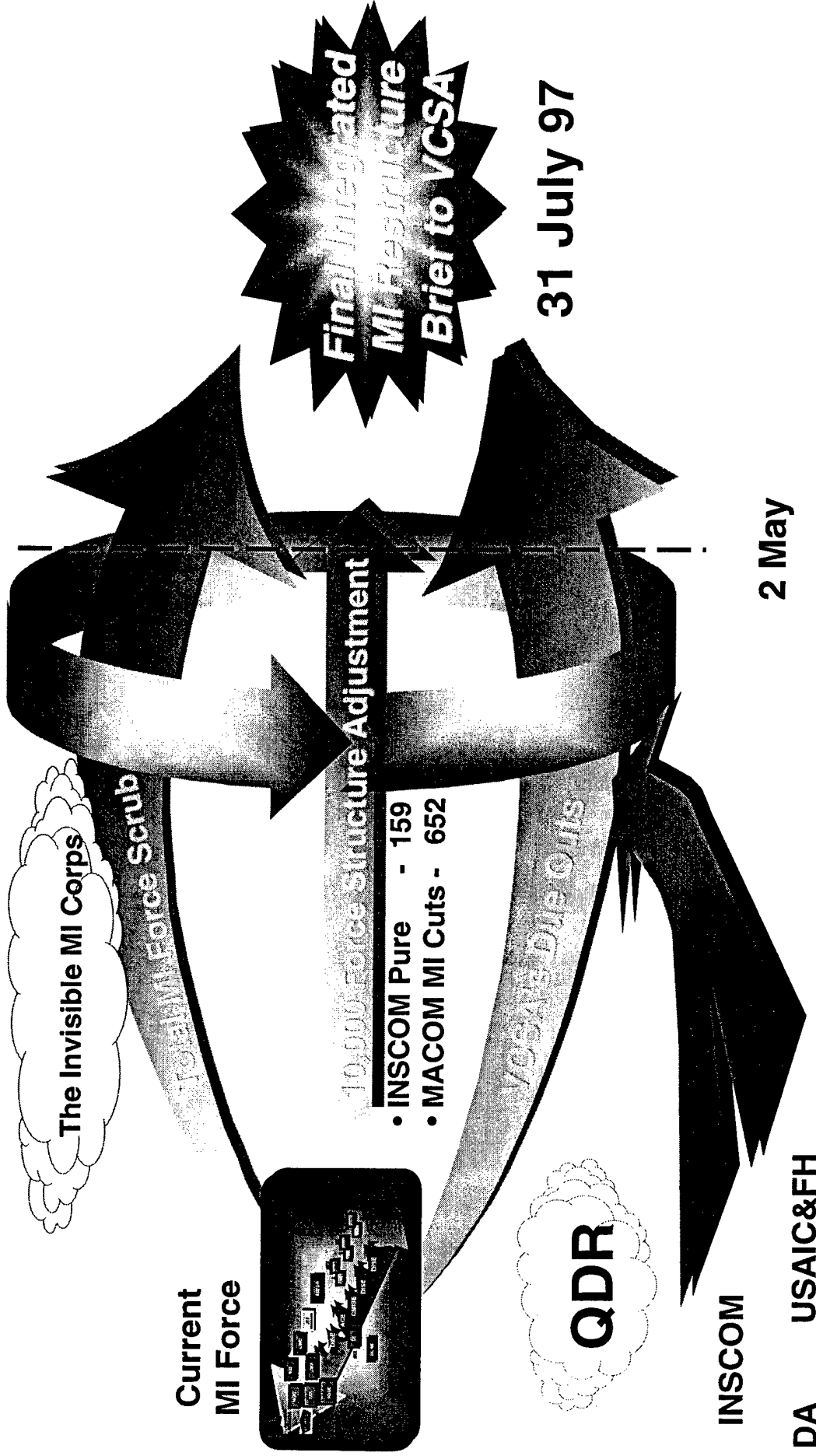




# MI TOTAL FORCE LAYDOWN



*Fully Integrated  
MI Story*



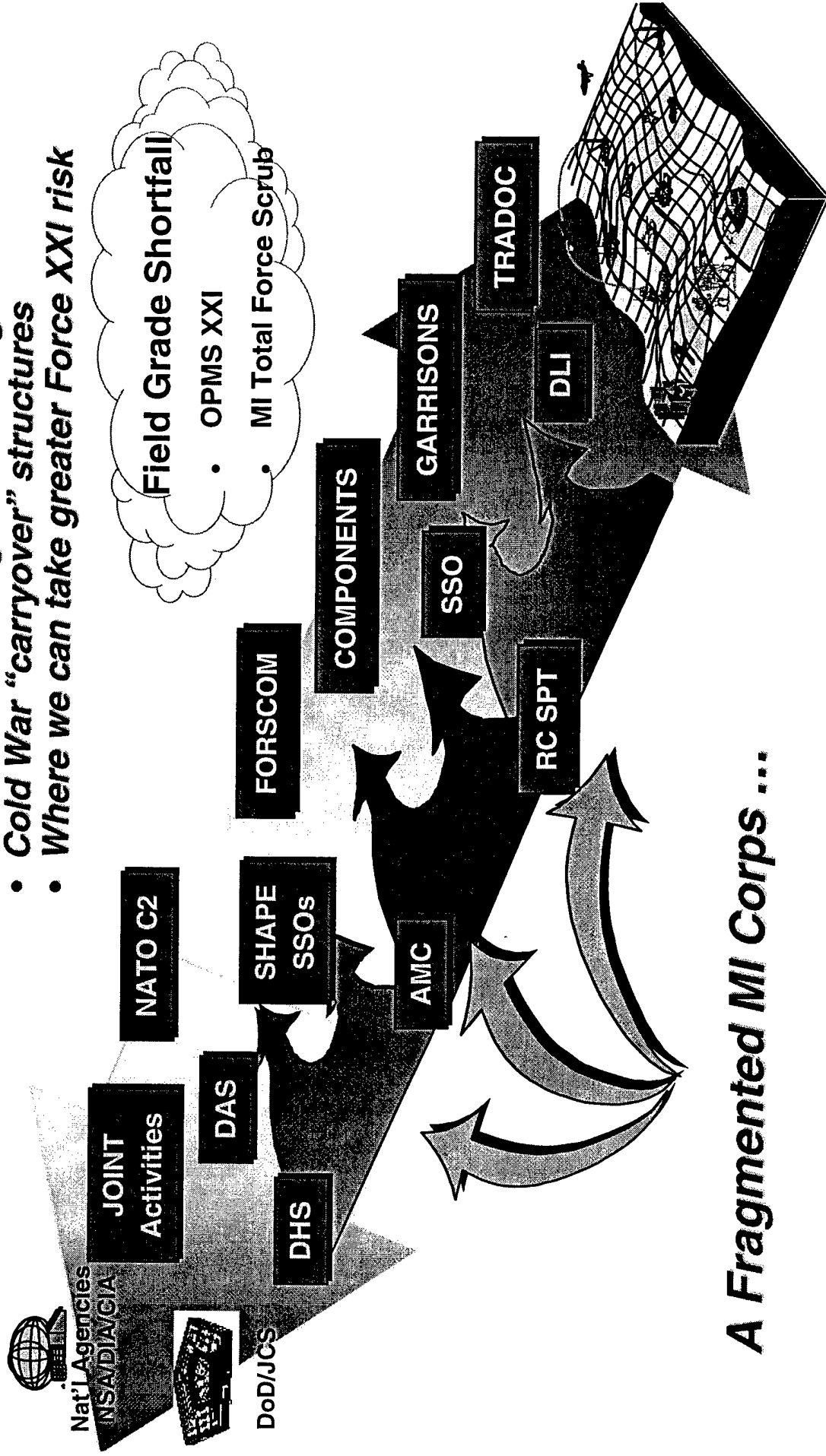




# THE INVISIBLE MI FORCE



- A Small Percentage Performing MI Missions
- Cold War "carryover" structures
- Where we can take greater Force XXI risk



*A Fragmented MI Corps ...*





# DRAWDOWN OPPORTUNITIES

## -- STRATEGIC: DEFENSE/JOINT--



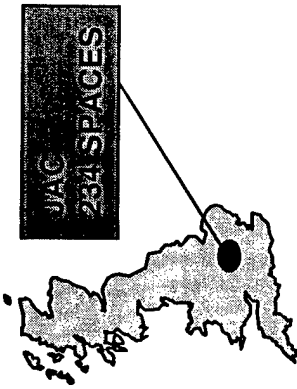
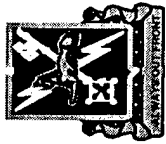
Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
DEFENSE LANGUAGE INSTITUTE	-32%	Officers: 30 Enlisted: 158 Civilian: 693	Officers: 0 Enlisted: 0 Civilian: -693 -79%	<b>LOW RISK</b> Outsource civilian positions. Retain military cadre.	1383 in FY98 due to reinstatement of Army as Executive Agent for DLI.
JOINT INTELL CENTERS (JIC/JAC)	+309%	Officers: 207 Enlisted: 449 Civilian: 73	Officers: - 31 Enlisted: - 90 Civilian: 0 -17%	<b>MOD RISK</b> Only Army "plugs" remain in non-geo JICs	CINCS:SOCOM, ACOM, SPACECOM
DEFENSE/JOINT - OSD - OJCS - DEF / JT UNITS - NSA/DIA - CINC HQ	-16%	Officers: 559 Enlisted: 361 Civilian: 74	Officers: - 51 Enlisted: -110 Civilian: - 13 -18%	<b>LOW RISK</b> Retains support to warfighting CINCs and sustaining base	VARIOUS
SUPPORT TO NATO C2	-19%	Officers: 38 Enlisted: 34 Civilian: 14	Officers: - 33 Enlisted: - 25 Civilian: 0 -67%	<b>LOW RISK</b> Retain 1 or 2 in MSCs Support from USEUCOM	OJCS J3
Total 1046 ... Success equals ~400 Billets					





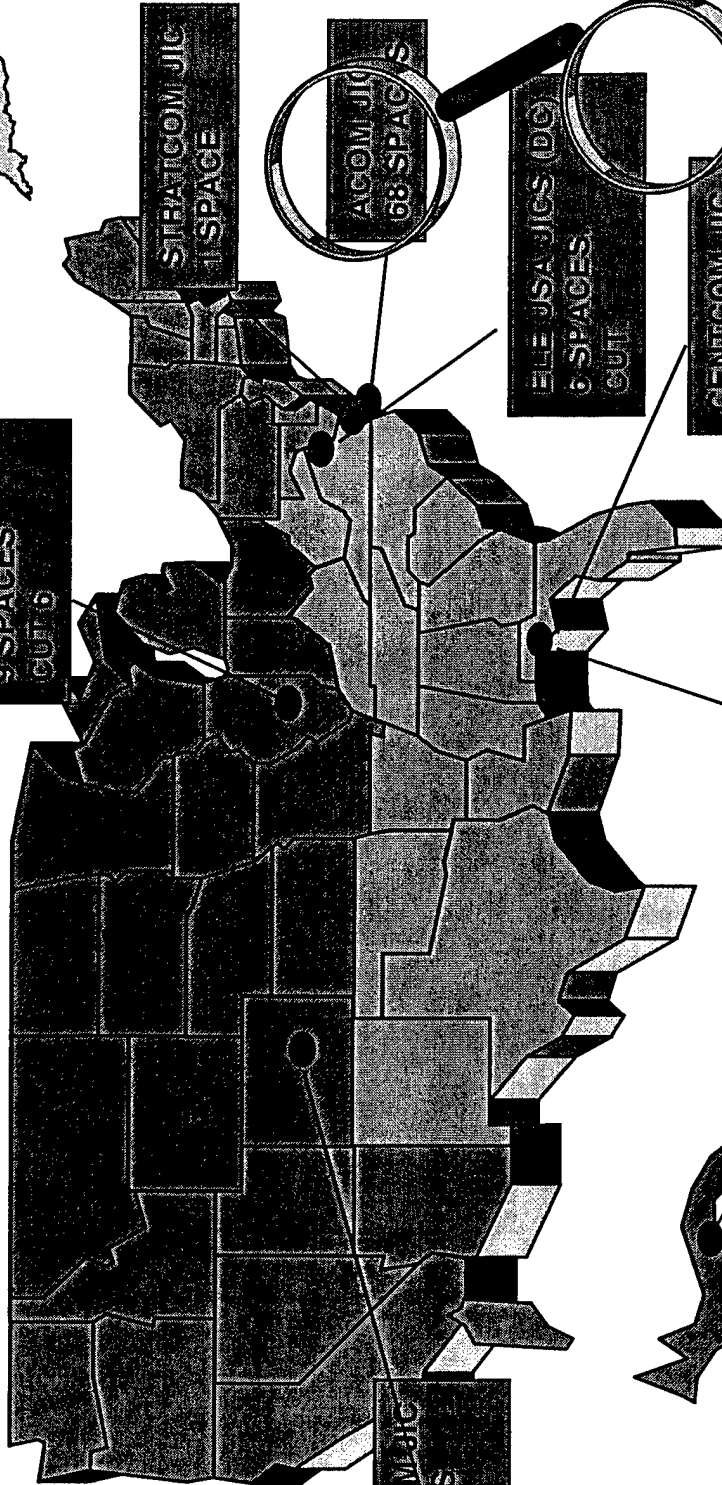
# DRAWDOWN OPPORTUNITIES

## -- JOINT INTEL CENTERS --



JAC  
234 SPACES

TRANSJCOM JIC  
9 SPACES  
CUT 6



STRATJCOM JIC  
1 SPACE

AGCOM JIC  
68 SPACES

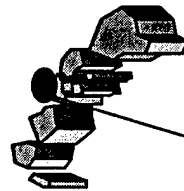
FILE USA JICS (DO)  
6 SPACES  
CUT 1

CENTJCOM JIC  
129 SPACES  
OUTSOURCE 3

SOJF JIC  
34 SPACES  
OUTSOURCE 12

SOUTHJCOM JIC  
84 SPACES  
OUTSOURCE 12

SPACECOM JIC  
42 SPACES  
CUT 12



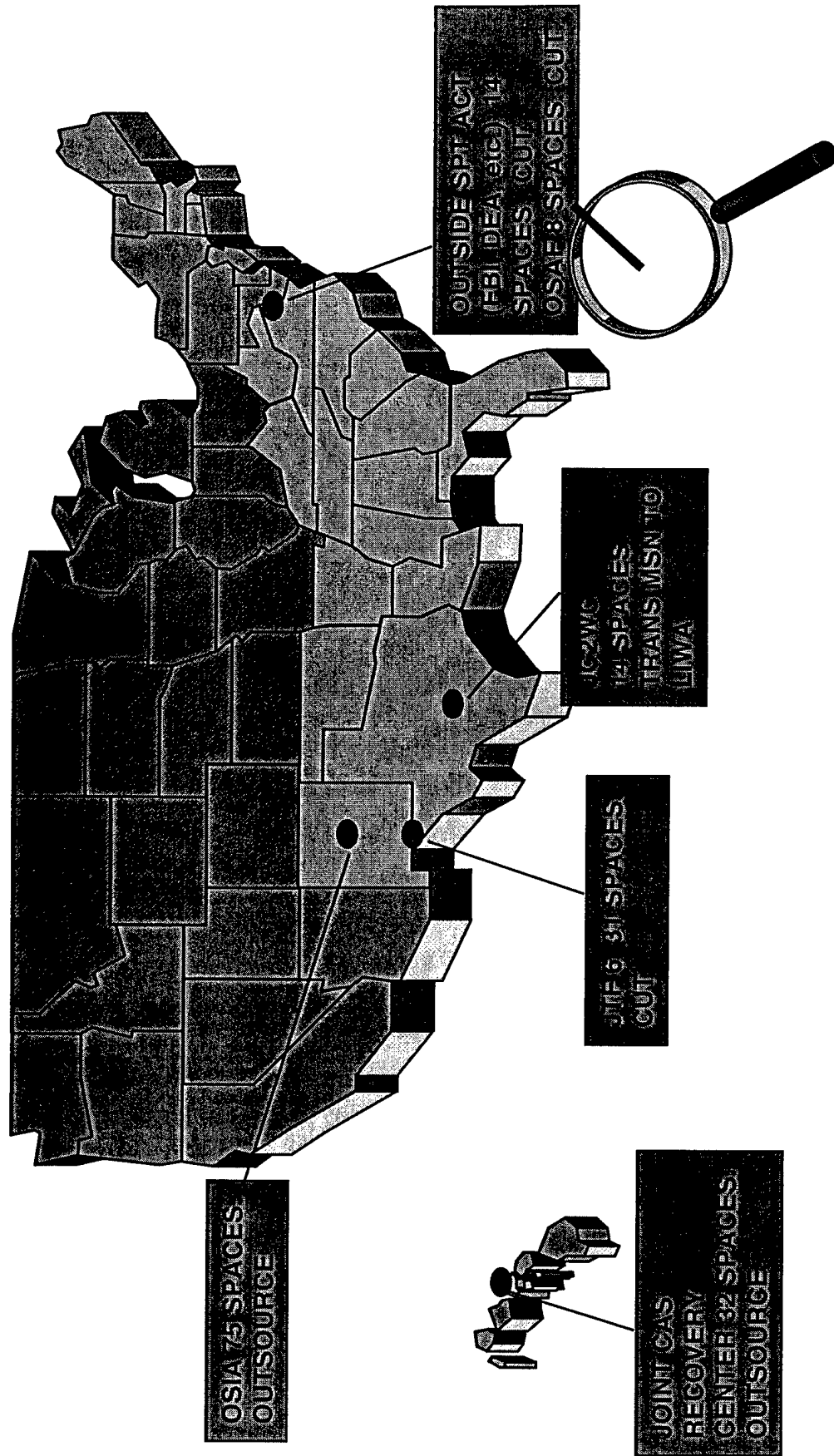
JIC-PAC  
125 SPACES  
OUTSOURCE 3



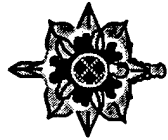


# DRAWDOWN OPPORTUNITIES

-- DEFENSE/JOINT --

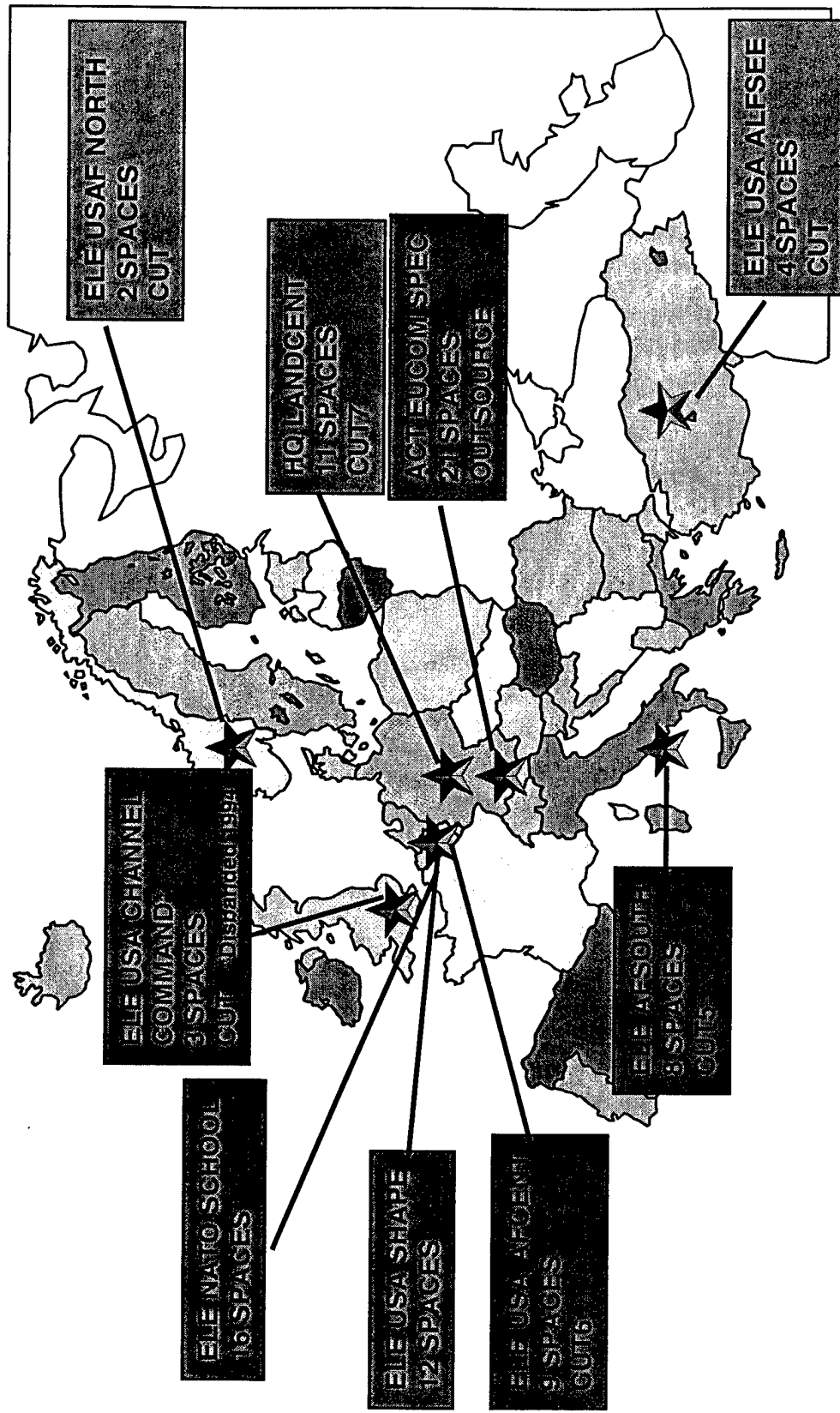






# DRAWDOWN OPPORTUNITIES

-- SUPPORT TO NATO C2 --



NATO Organizations

Major Subordinate Commands (USC)

Principal Subordinate Command (PSC)





# DRAWDOWN OPPORTUNITIES

-- STRATEGIC: ARMY--

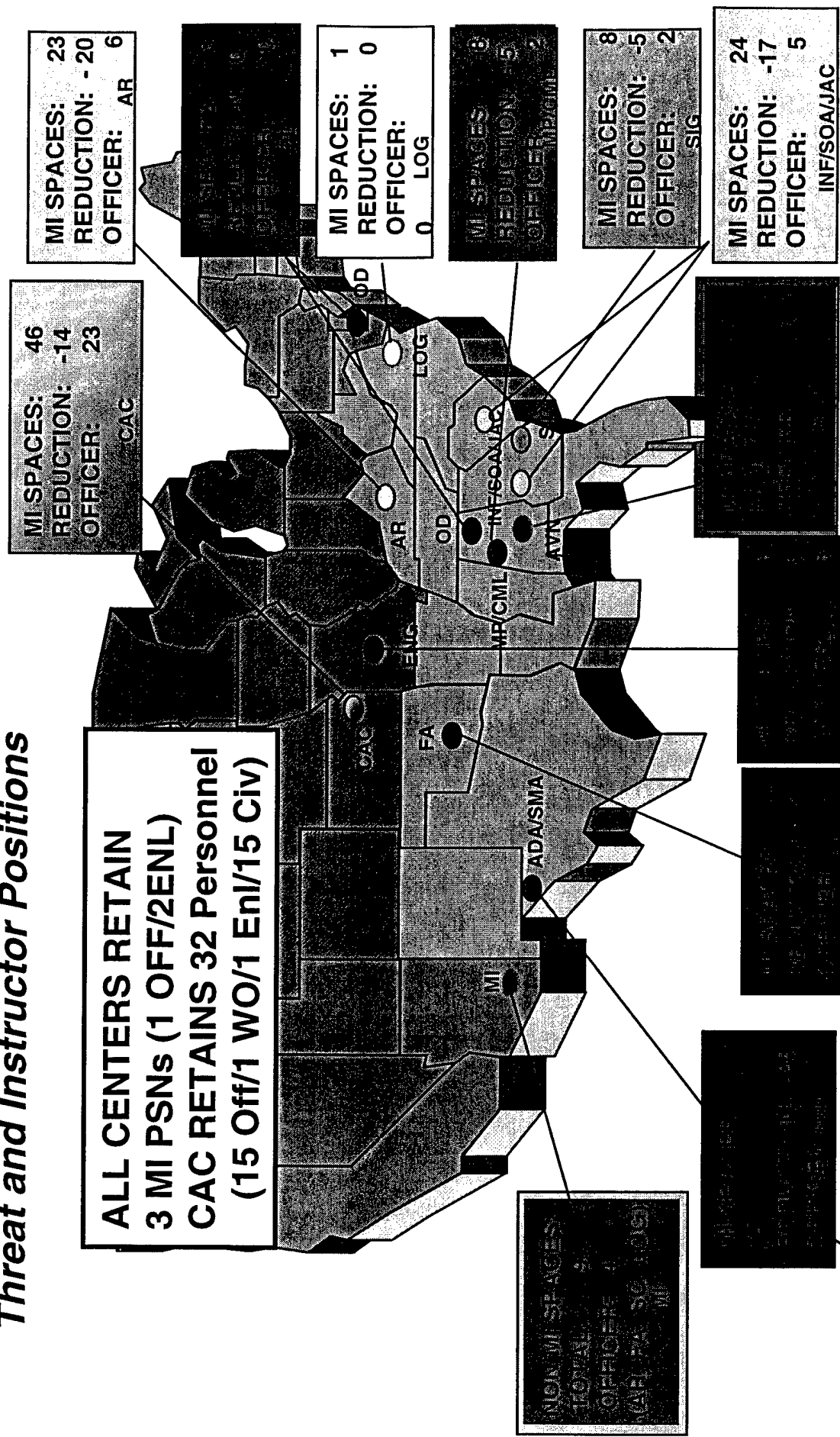


Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
TRADOC: CENTERS AND SCHOOLS (less USAIC)	+1 %	Officers: 60 Enlisted: 86 Civilian: 44	Officers: -36 Enlisted: -57 Civilian: -35 -67%	LOW RISK Cut Threat Shops. Retain 3 positions for MI SME in School houses	CG, TRADOC AND BRANCH CENTERS
ARMY MATRIEL COMMAND	+16%	Officers: 24 Enlisted: 183 Civilian: 601	Officers: -4 Enlisted: -106 Civilian: -400 -63%	LOW RISK Outsource support functions	CG, AMC
Total 638 ... Success equals ~300					





## Threat and Instructor Positions

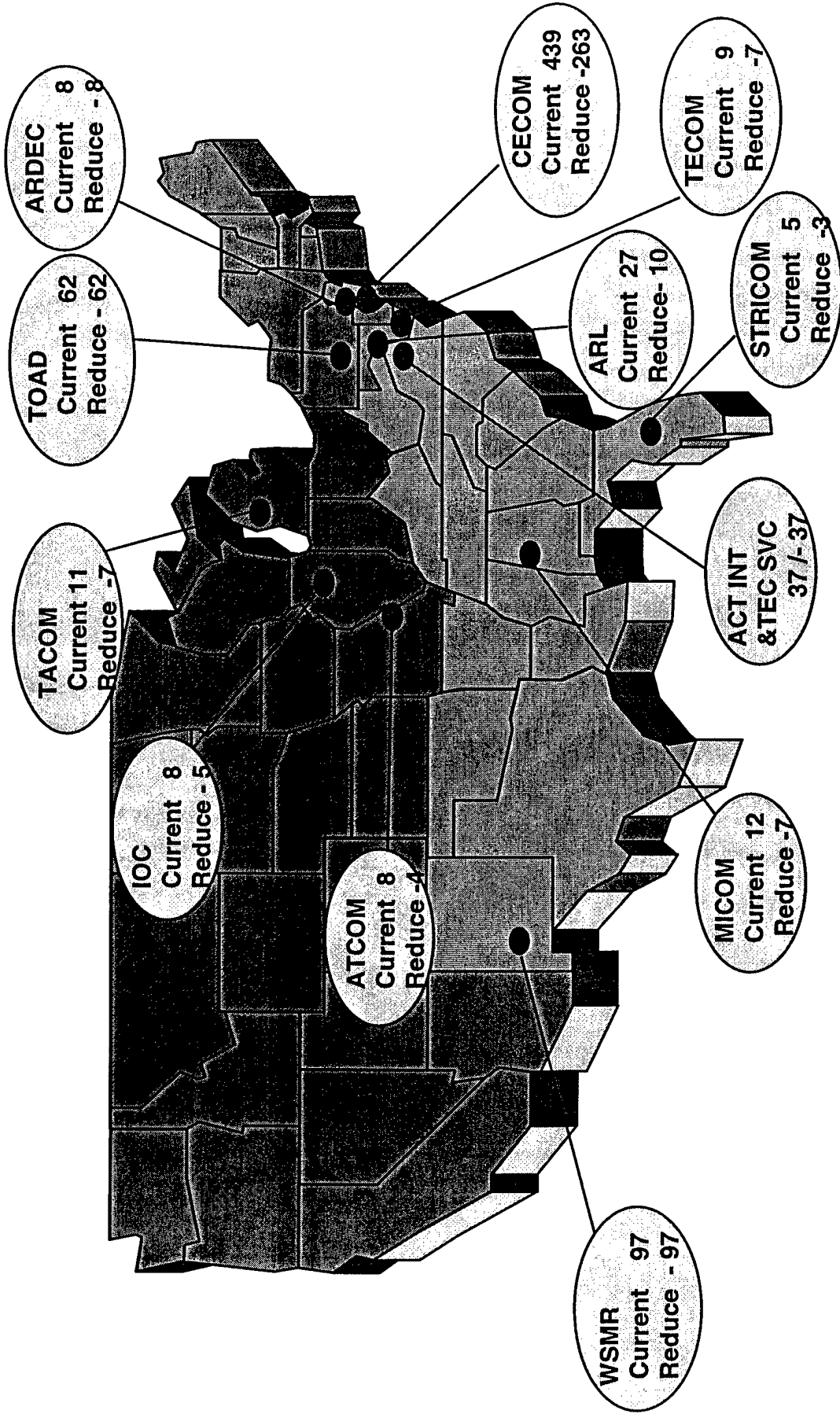






# DRAWDOWN OPPORTUNITIES

## -- ARMY MATERIEL COMMAND --








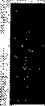




# DRAWDOWN OPPORTUNITIES

-- INSCOM --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
NFIP REDUCTION	-57%	OFF-549 WO-178 ENL-4352 CIV-1397 TOTAL-6467	OFF-5 WO-0 ENL-440 CIV-55 TOTAL-500 -8%	 MEDIUM LAW/POLICY	CG, INSCOM
HQ STAFF REDUCTION	-35%	OFF-88 WO-13 ENL-117 CIV-498 TOTAL-716	OFF-18 WO-4 ENL-25 CIV-103 TOTAL-150 -21%	 MEDIUM	CG, INSCOM
UNIT ELIM ISB,703,732	48%	OFF-23 WO-6 ENL-544 CIV-18 TOTAL-591	OFF-11 WO-0 ENL-69 CIV-0 TOTAL-58 -14%	 LOW	CG, INSCOM
CSF	-19%	OFF-0 WO-0 ENL-0 CIV-84 TOTAL-84	OFF-0 WO-0 ENL-0 CIV-84 TOTAL-84 -100%	 LOW OUTSOURCE	CG, INSCOM
TECHINT (203RD) BLENDING	-20%	OFF-23 WO-7 ENL-200 CIV-7 TOTAL-237	OFF-0 WO-0 ENL-84 CIV-0 TOTAL-84 -31%	 LOW BLEND AC/RC	CG, INSCOM
EW		OFF-4 WO-1 ENL-69 CIV-0 TOTAL-74	OFF-4 WO-1 ENL-69 CIV-0 TOTAL-74 -100%	 LOW XFER TO RC	CG, INSCOM
Total 922 ... Success equals ~550					



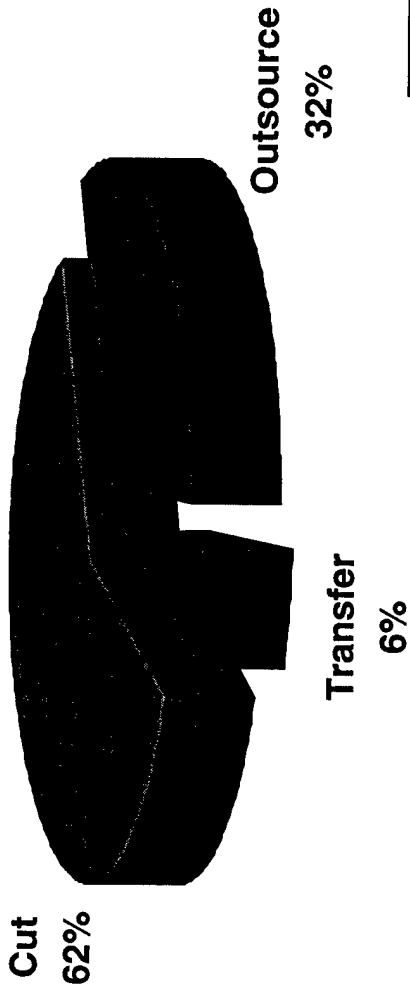


# DRAWDOWN OPPORTUNITIES



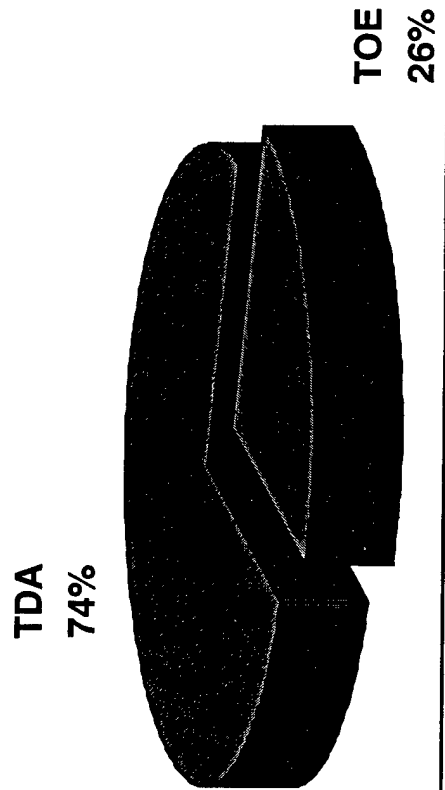
-- BOTTOM LINE --

RELATIONSHIP OF CUTS, TRANSFERS,  
AND OUTSOURCING



COMPO 1 Only

RELATIONSHIP OF CUTS:  
TOE VS. TDA





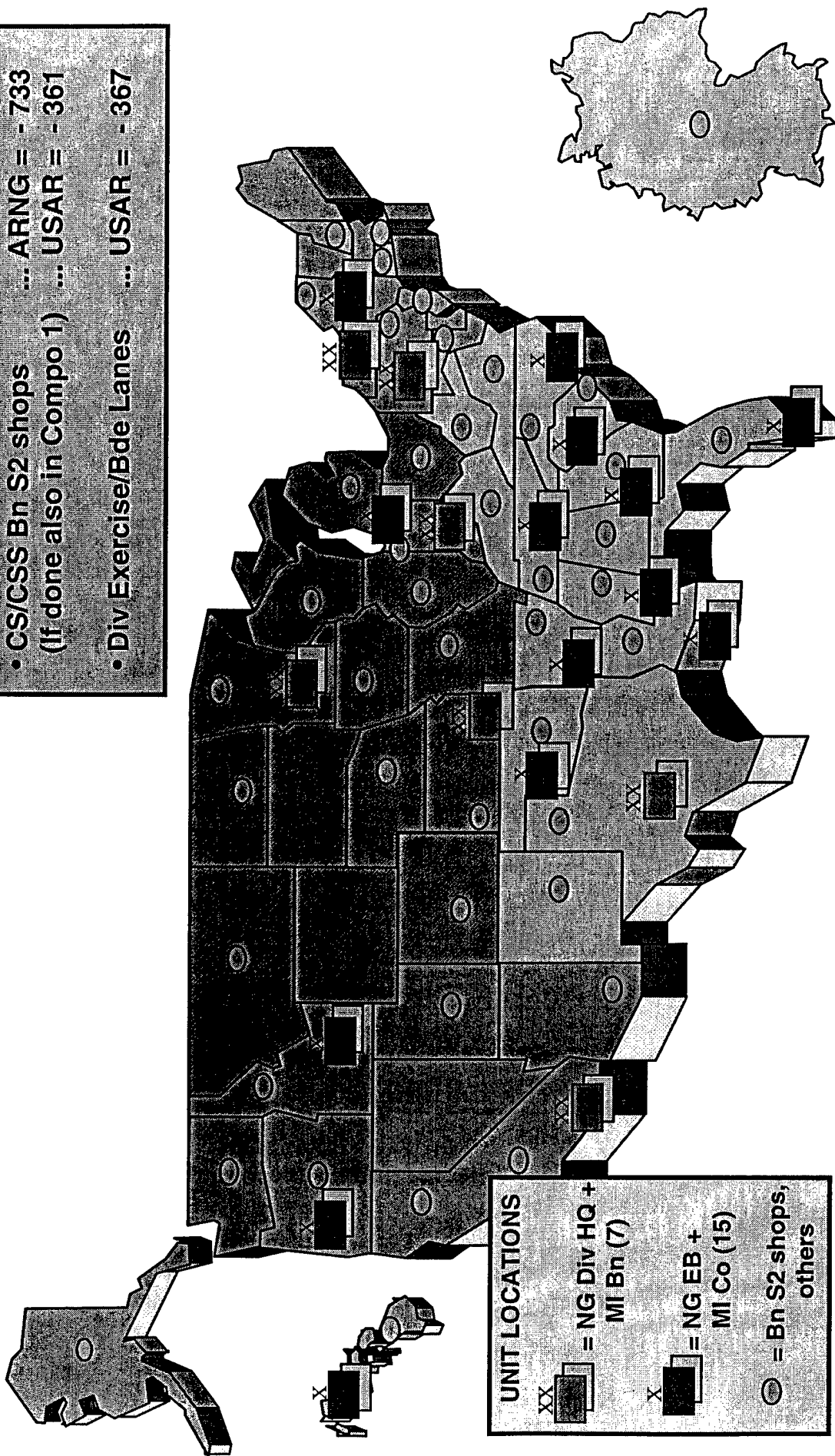


# TOTAL FORCE LAYDOWN

## --COMPO 2 (ARNG) & COMPO 3 (USAR) --

### GUIDELINES:

- CS/CSS Bn S2 shops ... ARNG = - 733  
(If done also in Compo 1) ... USAR = - 361
- Div Exercise/Bde Lanes ... USAR = - 367



### UNIT LOCATIONS

- XX [square] = NG Div HQ + MI Bn (7)
- X [square] = NG EB + MI Co (15)
- = Bn S2 shops, others





# MI FUNCTIONAL AREA ASSESSMENT

---



## Conclusion





# Conclusion

- Aggregate Savings ... ~2250 Compo 1

- 10,000 Billet Reduction ...
- Invisible MI Corps ...
- INSCOM ...
- Tactical ...

Likely

811  
700  
550  
~300

INSCOM &  
Tactical

Joint &  
Defense!

• Challenging  
• Timing

PRO

- Smaller
- Flexible
- Initial Entry
- Access & Leverage

CON

- UAV-SR & GBCS ... 20% reduction
- LRS ... 1/2 in RC
- Requires DS Surge ...
- Marginal savings

- Compo 2 Proposed Reductions ... 733

- Compo 3 Proposed Reductions ... 788

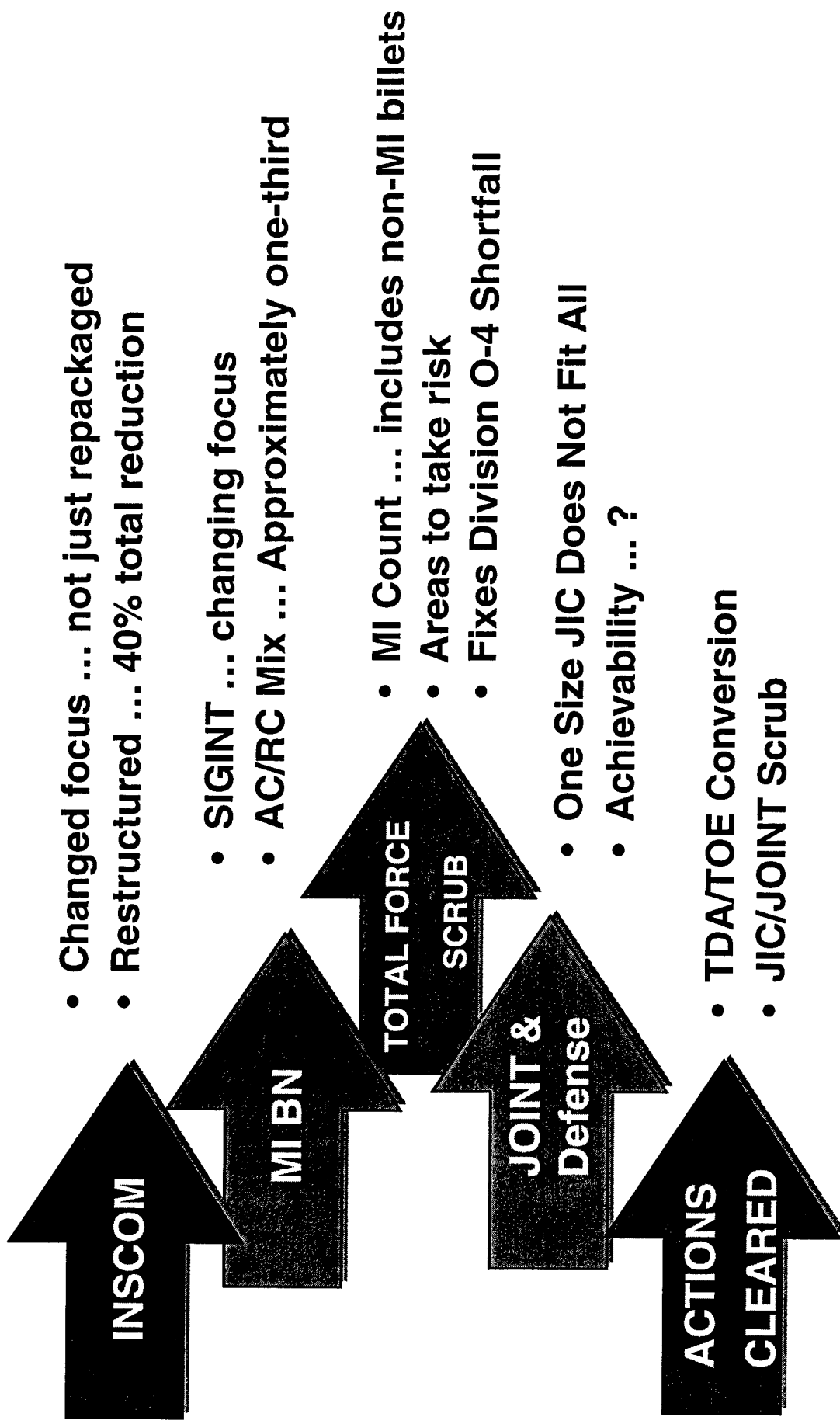
Div Reduction...  
Existence Rule





# Bottom Lines

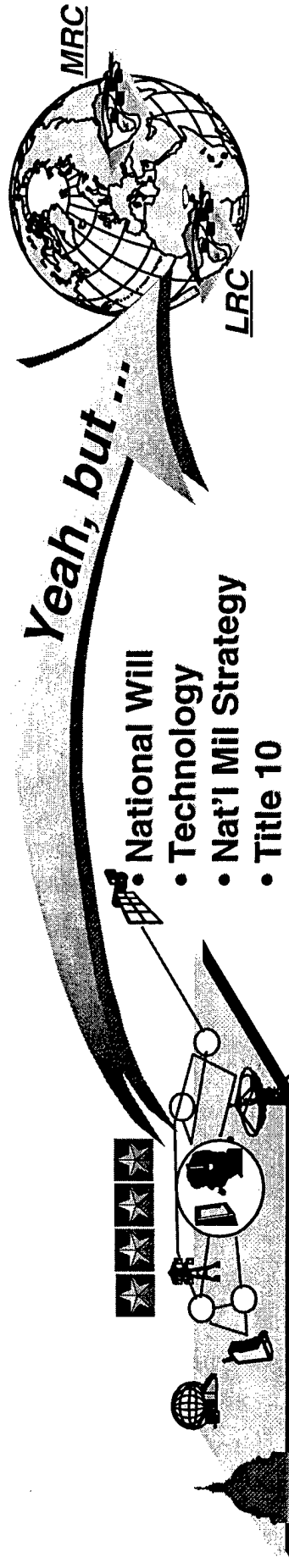
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# WHY NO ONE ECHELON CAN DO IT ALL!



- National Will
- Technology
- Nat'l Mil Strategy
- Title 10

- POL/MIL
- Centers of Gravity
- Infrastructure
- WMD
- Surge Capabilities

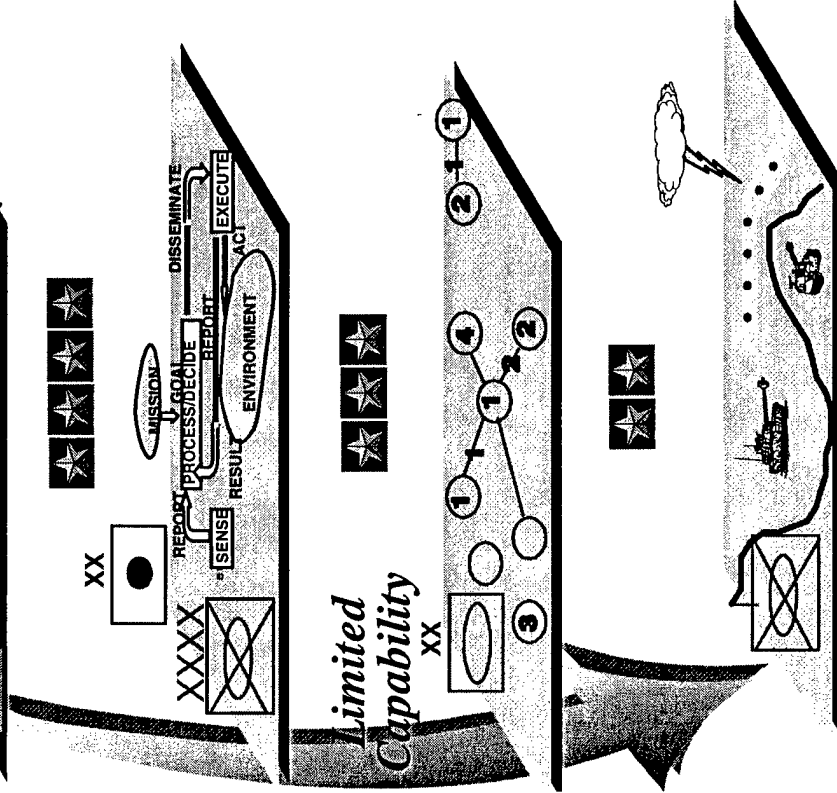
## Differing Rqmts

- Focus
- Volume
- Responsiveness

- Track
- Deep strike
- Correlation of Forces
- Detailed Analysis
- Obstacles
- Environment Impacts
- Targeting

## Within First 150km

• Sitters	221
• Emitters	17,550
• Movers	12,387
• Shooters	17,213
• Hiders	200+

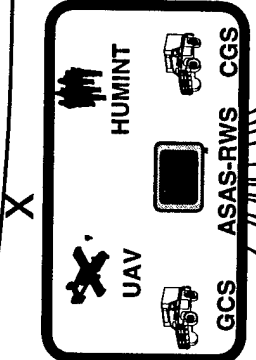
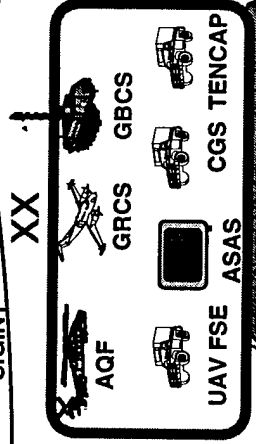
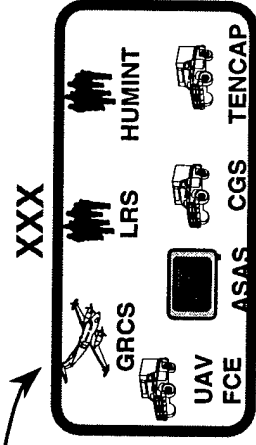




National - Joint - INSCOM



# ARMY XXI REQUIREMENTS



Collectors.....

Processors.....

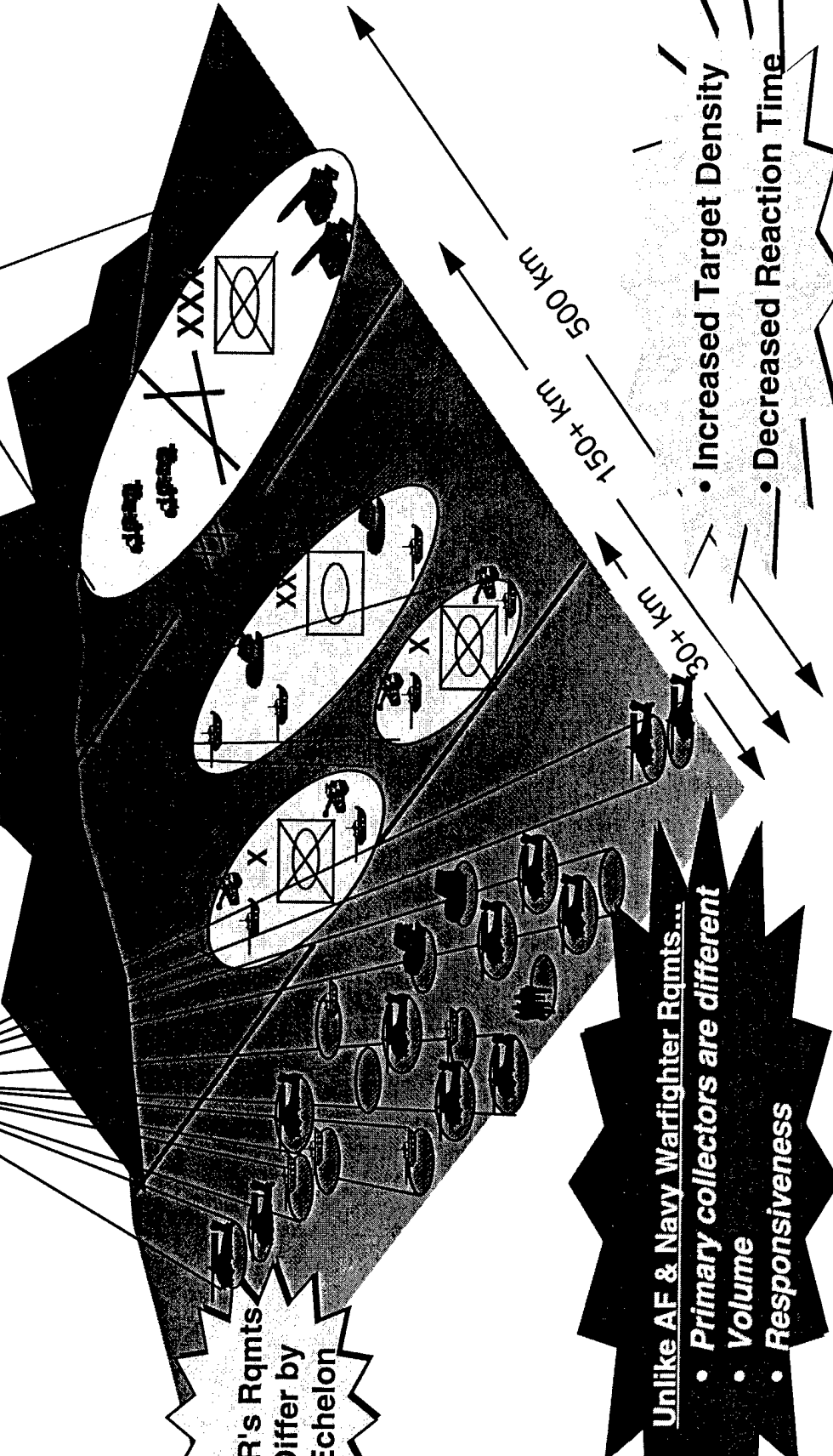
CDR's Rqmts Differ by Echelon

Unlike AF & Navy Warfighter Rqmts...

- Primary collectors are different
- Volume
- Responsiveness

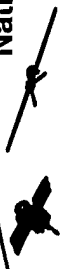
Increased Target Density

Decreased Reaction Time





# National - Joint - INSCOM



TENCAP

Predator



JSTARS



SIGINT



C/HUMINT

## NON-OPERATIONAL COSTS

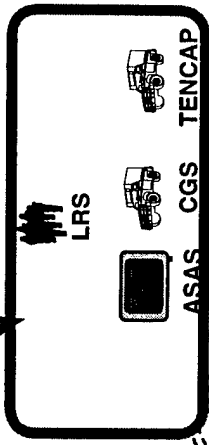
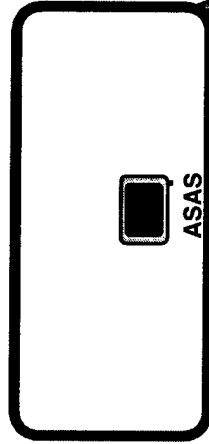
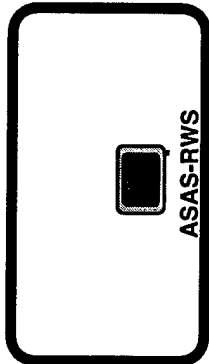
X

XX

XXX

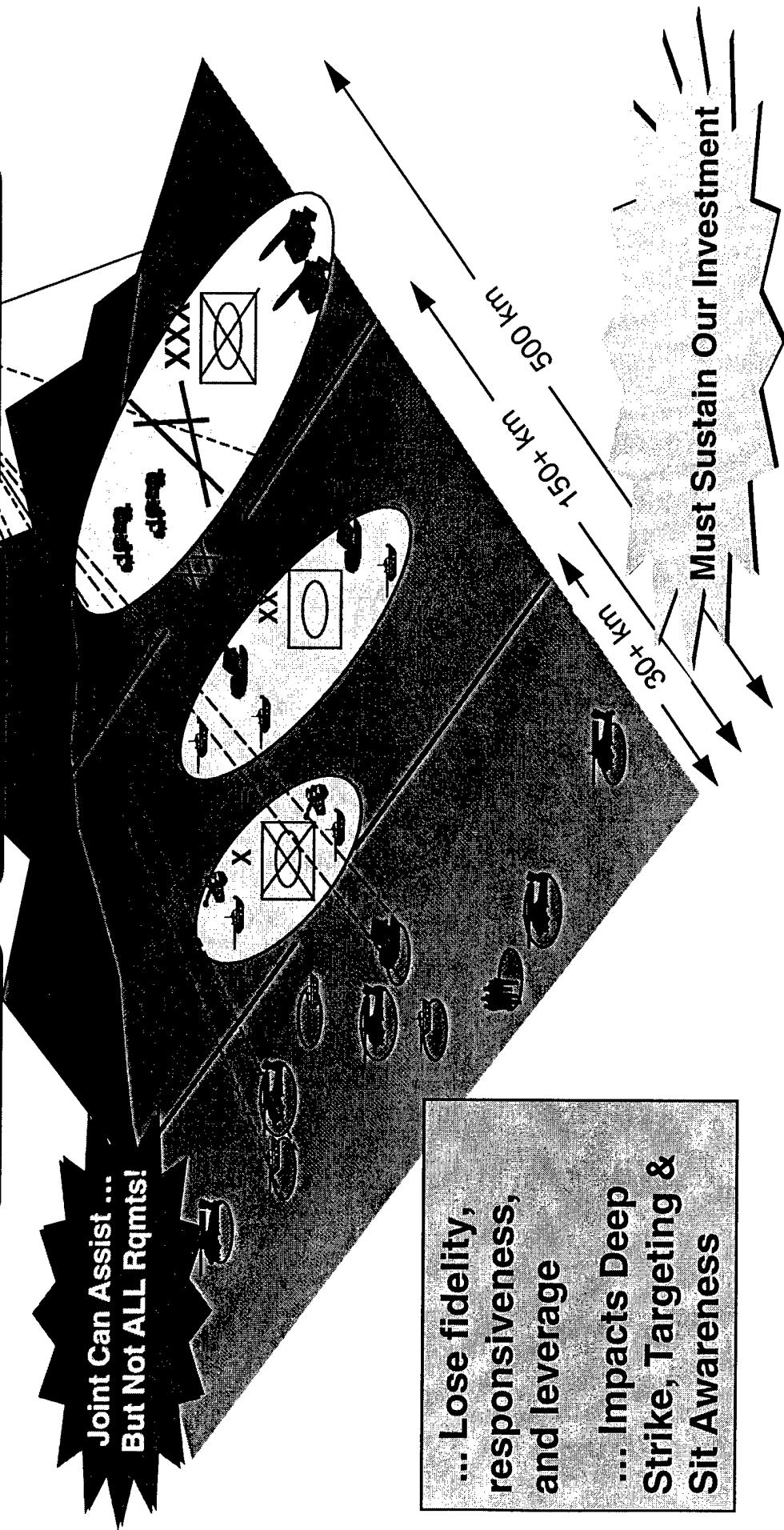
Collectors.....

Processors.....



Joint Can Assist ...  
But Not ALL Rqmts!

... Lose fidelity,  
responsiveness,  
and leverage  
... Impacts Deep  
Strike, Targeting &  
Sit Awareness



Must Sustain Our Investment





*United States Army Intelligence Center and Fort Huachuca  
Fort Huachuca, Arizona 85613*



# **Military Intelligence Functional Area Assessment**

**Final Briefing  
to  
VCSA**

**31 July 1997**





## **Purpose**

---



**To provide a final status update on taskings  
received at:**

- 12 Dec 96      Initial MI FAA Briefing**
- 2 May 97      Interim MI FAA Update**





# Agenda

---



- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**





# Recap of VCSA Taskings

---



- Divisional MI Bn
  - Make as small as possible
  - Fill at 100% or higher
  - AC/RC Composite Unit
- Corps MI Bde
  - Explore integrating RC into AC
- INSCOM
  - Convert to Specialized Command
  - Convert TDA to TOE
- Field Grade Requirements
  - Reduce vice off-load
- Recap Total MI Force ... reduce
  - Joint
  - All COMPOS
- Working ... J1 & JWCA ISR issue
- Done ...

*Defer Design  
Changes Pending  
AWE Results*





# Reduction Opportunity Recap

## Bottom Line ...

[illegible]





# Recap of the MI Force



## Fully Integrated MI Story

Focus on  
Invisible MI Corps

Current  
MI Force



Total MI Force Scrub

10,000 Force Structure Adjustment

- INSCOM Pure - 159
- MACOM MI Cuts - 652

YCSA's Due Out

Final Integrated  
MI Restructure  
Brief to YCSA

31 July 97

INSCOM

DA USAIC&FH

- COMPO 1
- COMPO 2
- COMPO 3
- AGENCIES
- JOINT
- GDIP REALIGN

1,000

n/a

1,100

unk (6%)

unk (10%)

unk (5%)

2 May

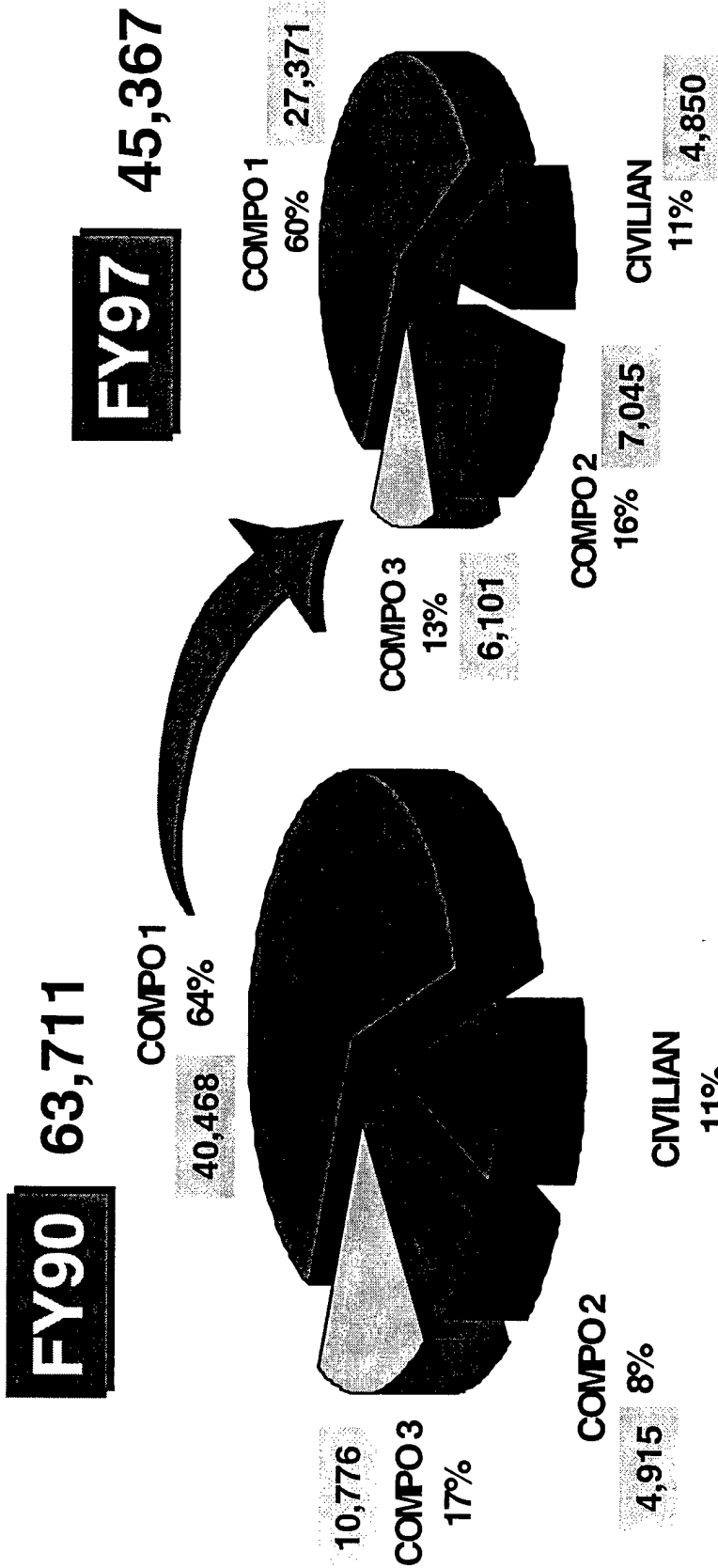
QDR





# MI Total Force Laydown

-- MI FORCE COMPOSITION --



DELTA			
• COMPO 1	-32%		
• COMPO 2	+43%		
• COMPO 3	-43%		
• Overall	-29%		
• CIVILIAN	-36%		





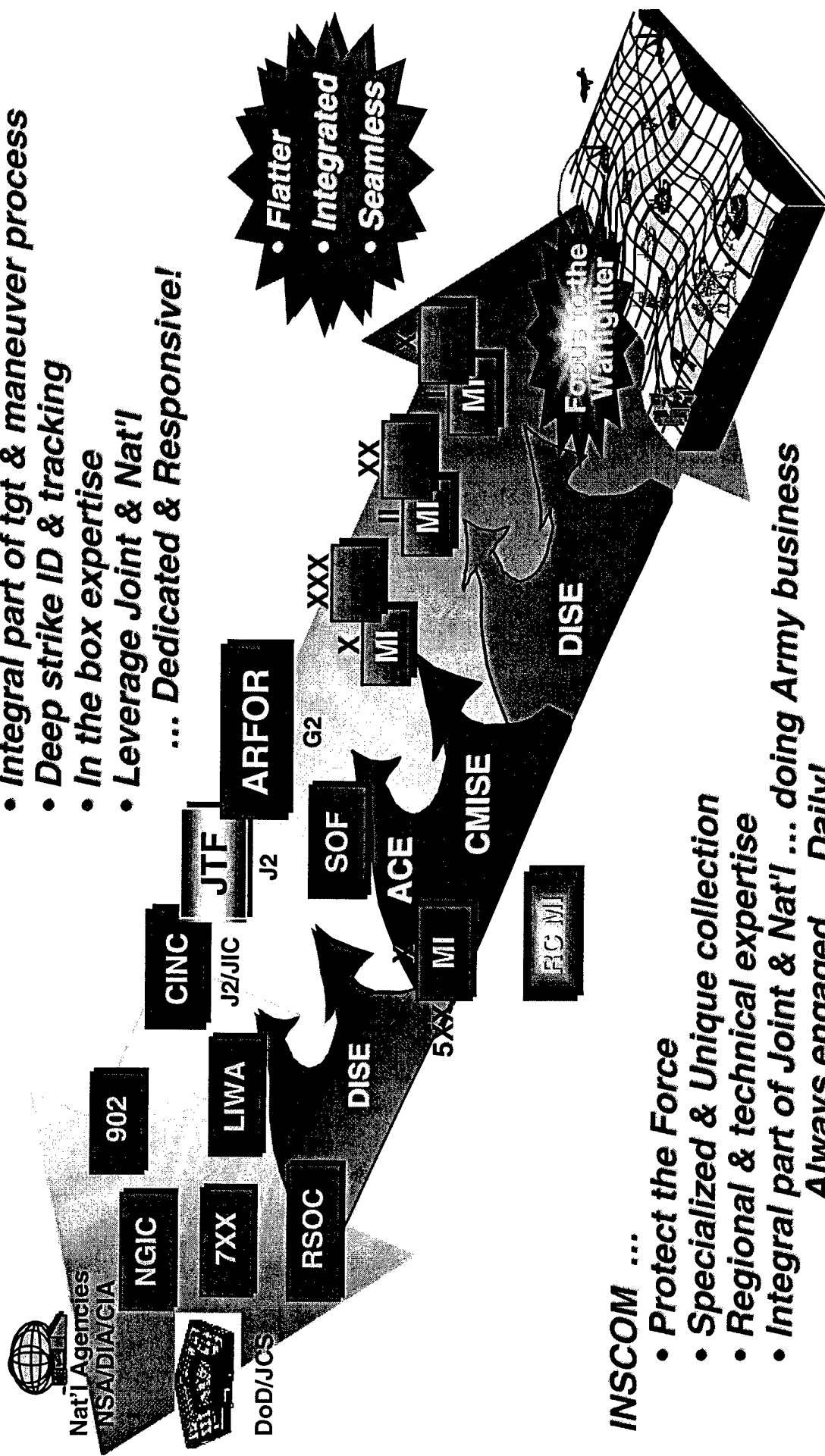
**-- Visible MI Force --**

## Corps & Division ...

- *Integral part of tgt & maneuver process*
- *Deep strike ID & tracking*
- *In the box expertise*
- *Leverage Joint & Nat'l*

**... Dedicated & Responsive!**

- **Flatter**
- **Integrated**
- **Seamless**



# INSCOM ...

- **Protect the Force**
- **Specialized & Unique collection**
- **Regional & technical expertise**
- **Integral part of Joint & Nat'l ... doing Army business**  
**...Always engaged ... Daily!**



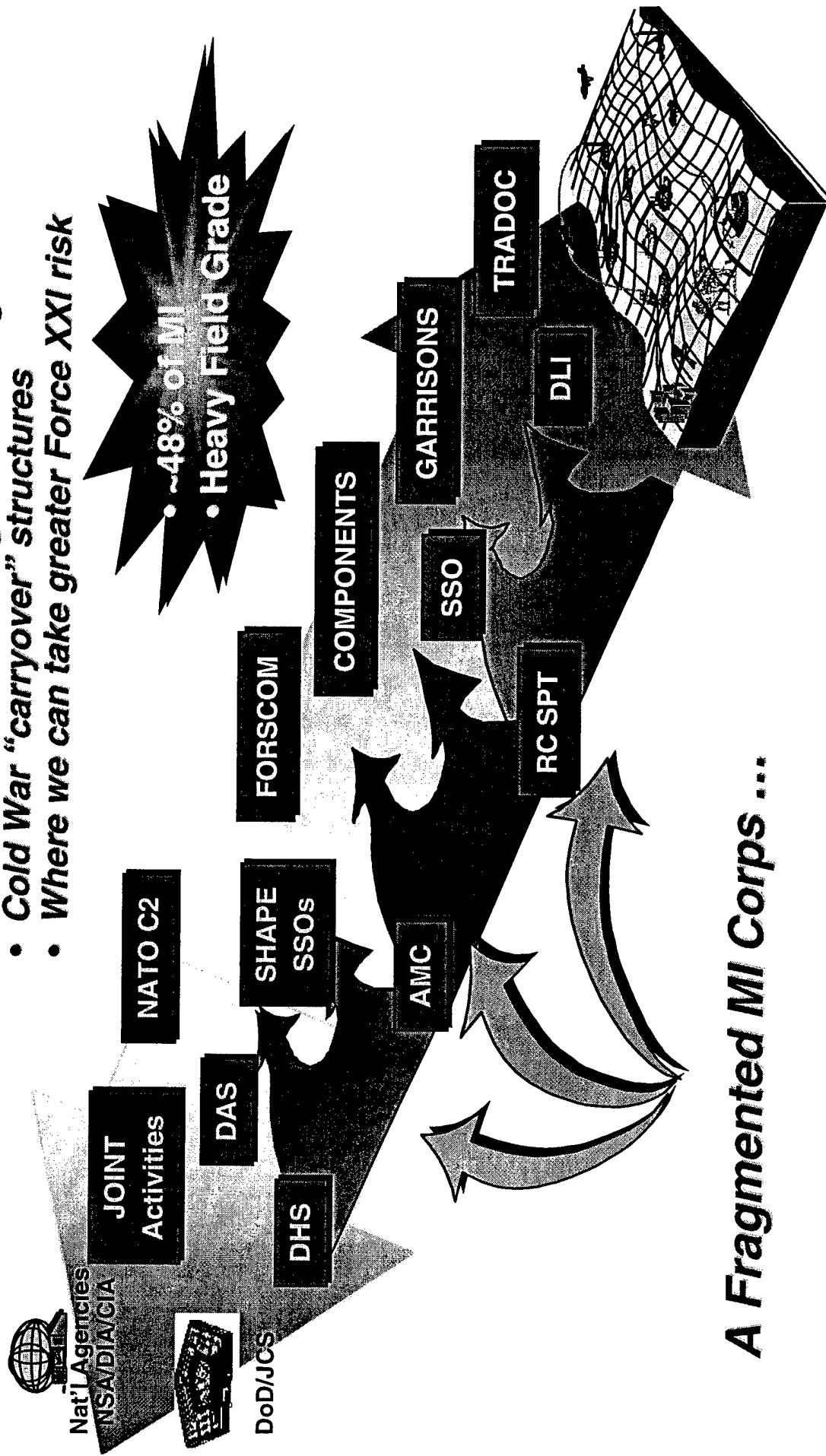


# How MI Is Invested

-- Invisible MI Force --



- Only a Small Percentage Performing MI Missions
- Cold War "carryover" structures
- Where we can take greater Force XXI risk



*A Fragmented MI Corps ...*





# How MI Is Invested

-- Counted Unlike Any Other BOS --

---



- MI MOS in MI units (35s, 96s in MI BN)
- Non-MI MOS in MI units (76s, 71s in MI BN)
- MI MOS in non-MI units (35s, 96s in any unit, agency, activity, G2, S2, etc.)
- Non- MI MOS in non-MI unit (Supporting MI system acquisition, testing, fielding, etc.)





# How MI Is Invested

-- Specifics of Non-MI --



COMPO 1  
60%

27,371

COMPO 3  
13%

6,101

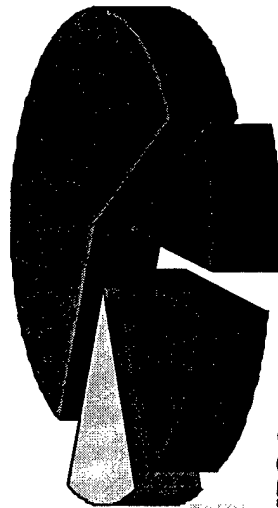
COMPO 2  
16%

7,045

CIVILIAN  
11%

4,850

45,367



1193 Substantive Analysts

The "MI Total Force" includes:

- MI MOS IN MI UNITS
- NON - MI MOS IN MI UNITS
- MI MOS IN NON - MI UNITS
- NON - MI MOS IN NON-MI UNIT

## Non-MI

◆ Compo 1:	7,208	26%
◆ Compo 2:	772 *	10%
◆ Compo 3:	1,125 *	18%

\* Additional 1380 (10%) = 97L

~30%  
Non-MI





# Agenda

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- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



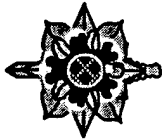


# Recap of Key Issues

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- **ASAS RWS - Alternative Fielding Strategy**
- **CSTAR Funding**
- **MI Field Grade Shortfall**





# ASAS RWS

## -- Proposed Initial Distribution - FY 98+ --



FAA Requirement = 877 RWS @ \$62.2M

Vice Chief of Staff Guidance - "Go across the force at the critical nodes."

- use 26.8M (1st year of UFR) to do that.



**\$26.8M Buys 374 RWS**

374 RWS distributed to critical nodes

### Critical nodes include:

- 10 Divisions with RWS to:  
Maneuver Bde TOC S-2 OPS  
Maneuver BN S-2  
MI DS Company ACT  
Division Staff - G2 OPS, Plans,  
TAC, and Rear  
DIVARTY HQ  
AVN Bde HQ  
CAV SQDN

### Not included

Maneuver Bde TAC  
MI BN/QuickFix PLT  
Eng BN

DS FA BN  
AVN BNs

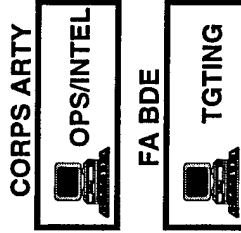
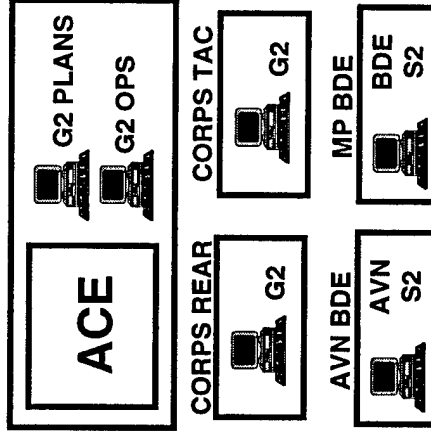
MI Bde/Bns

ARTY BNs  
AVN BNs  
MP BNs  
All Other Bde/BNs

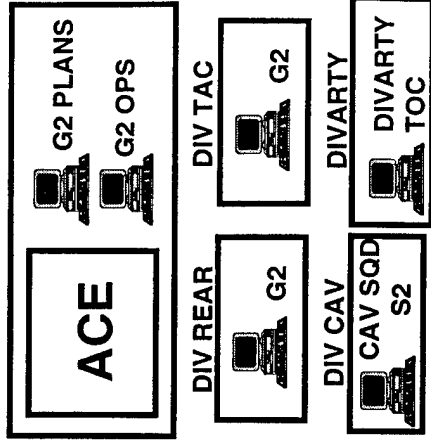
MI Co/SQD S-2s  
Subordinate Units  
Subordinate Units

- 4 Corps with RWS to:  
Corps Staff - G2 OPS, Plans,  
TAC, and Rear  
Corps Arty HQ  
FA Bde HQ  
AVN Bde HQ  
MP Bde HQ
- 3 ACR/Sep Bde - S2 OPS and Plans
- 5 SOG HQ - Intell Staff
- 1 Ranger Regiment HQ

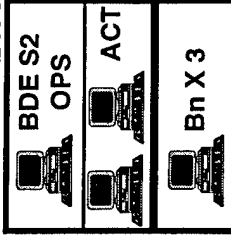
## CORPS MAIN



## DIVISION MAIN



Maneuver BDE X 3 = 18 RWS

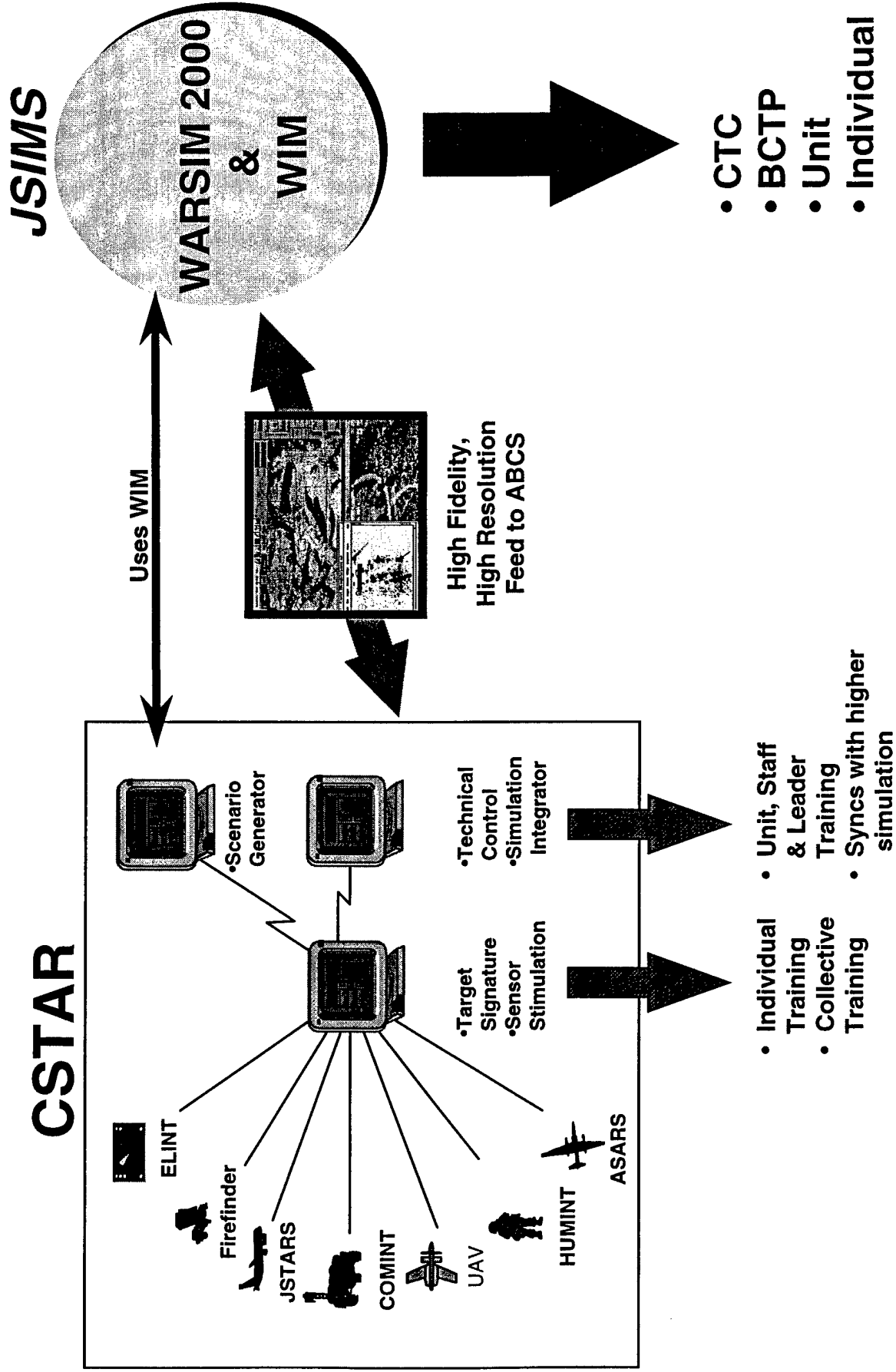


 = RWS v3.X





# SIMULATION ARCHITECTURE













# The Laydown Process

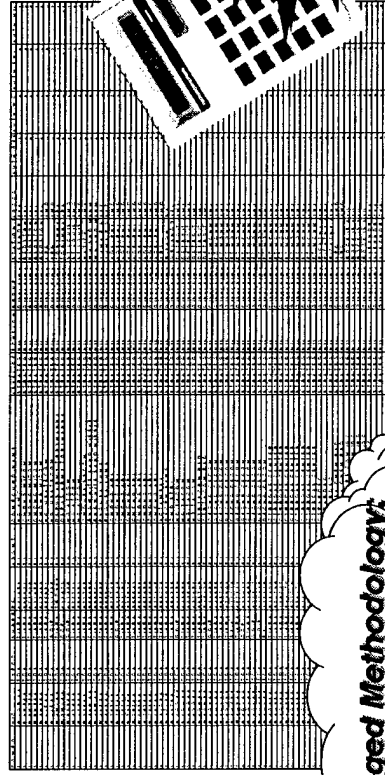
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-  Database based on TAADS 0198
-  Looked at each unit, by UIC
-  Examined positions by MOS/GRADE, etc.
-  Applied guidance for protect/risk
-  Made changes based on guidance
-  Briefed each impacted organization ...  
or responsible staff office

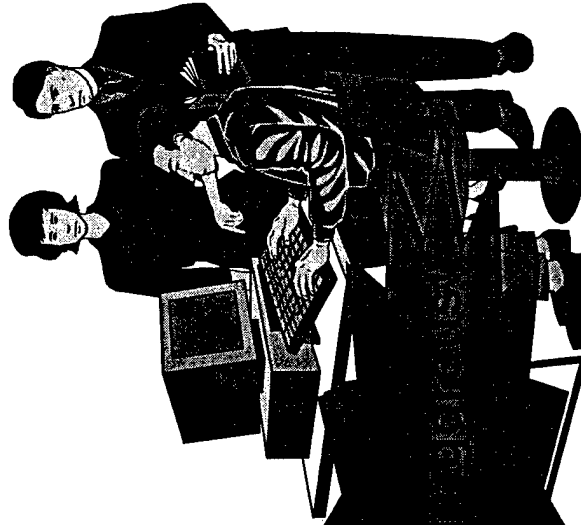
**Looked at:**

- Cutting Personnel
- Transferring Msn
- Outsourcing



**Changed Methodology:**

- FAA ... TAADS
- Bill Payer ... actual



**Personnel Laydown**





# Defining Risk

---



## How Army Intelligence Support to the Warfighter is Affected:



High risk (Direct impact on combat mission)



Moderate risk (Affects Tactical Intelligence mission)



Low risk (Little direct impact on Army warfighting mission)





# Drawdown Opportunities

## -- STRATEGIC: DEFENSE/JOINT--



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
JOINT INTELL CENTERS (JIC/JAC)	+309%	Officers: 207 Enlisted: 449 Civilian: 73	Officers: - 31 Enlisted: - 90 Civilian: 0 -17%	<b>MOD RISK</b> Only Army "plugs" remain in non-geo JICs	JCS J2 and/or JROC JIC/JAC Study Due Feb 98
DEFENSE/JOINT -- OSD - OJCS -- DEF /JT UNITS -- NFIP	-16%	Officers: 559 Enlisted: 361 Civilian: 74	Officers: - 51 Enlisted: -110 Civilian: - 13 -18%	<b>LOW RISK</b> Retains support to warfighting CINCs and sustaining base	JCS J2 Letters of Intent
SUPPORT TO NATO C2	-19%	Officers: 38 Enlisted: 34 Civilian: 14	Officers: - 33 Enlisted: - 25 Civilian: 0 -67%	<b>LOW RISK</b> Retain 1 or 2 in MSCs Support from USEUCOM	JCS J2/J3

353 Billets

Going In Position Only...

Bottom Line ... Reduce Cold War Investment!





# Drawdown Opportunities

-- STRATEGIC: DEFENSE/JOINT--



## Main Function Performed

- Comms ... JICs
- ADP ... JICs
- Linguist ... OSIA/JCRC
- Staff ... NATO
- SSO... NATO

- Heavy Enlisted
- Geo-JIC Emphasis

## Issues/Impacts

- Impacted Organization:
  - ✓ Perception that MI is out of it's lane
  - ✓ Can't reduce ... Army not paying it's fair share of Joint
  - ✓ J1 initiated JIC/JAC Study ... Feb 98 completion
  - ✓ Def Agency Study (6% reduction)
  - ✓ Joint Study (10% reduction)
- Proponent Response:
  - ✓ "Joint-like" evens the playing field (Additional USAR augmentation)
  - ✓ Manpower sizing not tied to requirements
  - ✓ Longterm Translator/Interpreter requirements should be met with non-MI personnel
  - ✓ DoD SSO Study, Dec 96 ... reduce

- JCS J2
- ACOM
- PACOM
- FORSCOM

## Recommendations

- Take to JWCA ISR
- If not achieved ... then need to lower "billet bar"

Army 35%

AF 37%

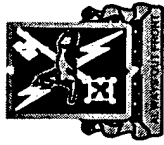
Navy 28%





# Drawdown Opportunities

-- STRATEGIC: ARMY (TRADOC) --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
TRADOC: CENTERS AND SCHOOLS (less USAIC)	+1 %	Officers: 60 Enlisted: 86 Civilian: 44	Officers: -33 Enlisted: -54 Civilian: -28 -60%	<b>LOW RISK</b> Cut Threat Shops. Retain 3 positions for MI SME in School houses	CG, TRADOC AND BRANCH CENTERS
DEFENSE LANGUAGE INSTITUTE	-32%	Officers: 30 Enlisted: 158 Civilian: 693	Officers: 0 Enlisted: 0 Civilian: -693 -79%	<b>LOW RISK</b> Outsource civilian positions. Retain military cadre.	CG, TRADOC

808 billets

Going In Position Only...

Bottom Line ... working to lower the "billet bar"!





# Drawdown Opportunities

## -- STRATEGIC: ARMY (TRADOC) --



### Main Function Performed

- |                |         |
|----------------|---------|
| • Threat       | Schools |
| • Tng          | Schools |
| • Battle Labs  | Schools |
| • Security     | Schools |
| • Language Tng | DLI     |

- HQ TRADOC
- DA DCSINT

### Issues/Impacts

- Impacted Organization:
  - ✓ Don't cut/reduce ... not consistent with TRADOC plus-up
  - ✓ Work to save unencumbered billets ...
    - TRADOC must recast
    - Upwards of 30 billets
- Proponent Response:
  - ✓ CJB requires DLI reporting ... OSD & Congress agreement to change

### Recommendations

- Accept Gen Hartzog's strategy
- Work to capture unencumbered billets
- DLI A76 Study requirement to OSD





# Drawdown Opportunities

## -- STRATEGIC: ARMY --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
ARMY MATERIEL COMMAND	+16%	Officers: 24 Enlisted: 183 Civilian: 601	Officers: -4 Enlisted: -106 Civilian: -400 -63%	LOW RISK Outsource support functions	CG, AMC
		Officers: 51 Enlisted: 180 Civilian: 107	Officers: -28 Enlisted: -158 Civilian: -54 -71%	LOW RISK Transfer Sig Mns to ASC books or outsource. Retain DSEC each USAG	CG, FORSCOM
AC SUPPORT TO RC	UNK	Officers: 97 Enlisted: 104 Civilian: 6	Officers: -91 Enlisted: -104 Civilian: 0 -94%	LOW RISK	CG, USARC

Going In Position Only ...

945 billets

Bottom Line ... must get reductions here given "Joint" Challenges!






# Drawdown Opportunities

-- STRATEGIC: ARMY --



ARMY MATERIEL COMMAND	+16%	Officers: 24 Enlisted: 183 Civilian: 601	Officers: -4 Enlisted: -106 Civilian: -400 -63%	 LOW RISK Outsource support functions	CG, AMC

Changed Methodology:

- FAA ... TAADS
- Bill Payer ... actual

## Main Function Performed

- Research
- Test
- Warehouse
- Security

## Issues/Impacts

- Impacted Organization:
  - ✓ 188 Billet Cut
  - ✓ Warehouse billets being eliminated
  - ✓ 134 billets may be outsourced with minor Impact (A76 Study Required)
  - ✓ 180 Additional billets may be outsourced, but with MAJOR impact on AMC Mission
  - ✓ 353 "Core" Billets cannot be cut or outsourced
- Proponent Response
  - ✓ Will work with AMC to mitigate impacts of outsourcing

## Recommendations

- Take 188 Billet Reduction
- Conduct A76 Study to determine if additional billets can be outsourced





# Drawdown Opportunities

-- STRATEGIC: ARMY --



FORSCOM	-46%	Officers: 51 Enlisted: 180 Civilian: 107	Officers: -28 Enlisted: -158 Civilian: -54.71%	LOW RISK Transfer Sig Msns to ASC books or outsource. Retain DSEC each USAG	CG, FORSCOM

Main Function Performed

- SSO ... Garrisons
- Comms ... ASC
- CSG ... FORSCOM

- FORSCOM
- ASC

Issues/Impacts

- Impacted Organization:
  - ✓ Can't cut TCC support ... NSA policy
  - ✓ 101 Billets Offered ... all but 34 counted in other reduction drills
- Proponent Response:
  - ✓ Not proposing to cut TCC support, but to outsource

Recommendations

- Proceed with recommended cuts
- Conduct A76 study to determine if billets can be outsourced





# Drawdown Opportunities

-- STRATEGIC: ARMY--



AC SUPPORT TO RC	UNK	Officers: 97 Enlisted: 104 Civilian: 6	Officers: -91 Enlisted: -104 Civilian: 0 -94%	<div><div></div></div> LOW RISK	CG, USARC
---------------------	-----	--	---	---------------------------------	-----------

## Main Function Performed

- Training Spt
- Threat
- SSO

## • FORSCOM

### Issues/Impacts

- Impacted Organization:
  - ✓ Perform critical mission to COMPO integration
  - ✓ Billets reinvested into TSDs
  - ✓ 60 Billet Savings ... includes ~10 Field Grade Savings
- Proponent Response:
  - ✓ Scrub field grades ... reduce where appropriate
  - ✓ Same holds true for RC Division Exercise billets
  - ✓ Counted as part of other reduction drills

### Recommendations

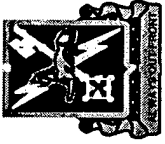
- FORSCOM conducts scrub





# Drawdown Opportunities

-- STRATEGIC: COMPO 2 & 3 --



Functional Area	FY 90 Structure	Current Structure	Reductions being Considered	Risk	Who To Contact
QDR Reductions COMPO 3	10,776	6,101	1,100	<div>LOW RISK</div> Minor impact : not in the warfight	CAR
QDR Reductions COMPO 2	4,915	7,045	N/A ... not applied to SRC		

1,100 billets

Going In Position Only ...

1008 COMPO 2 billets...  
required for multi-compo Divisions  
& Corps LRS



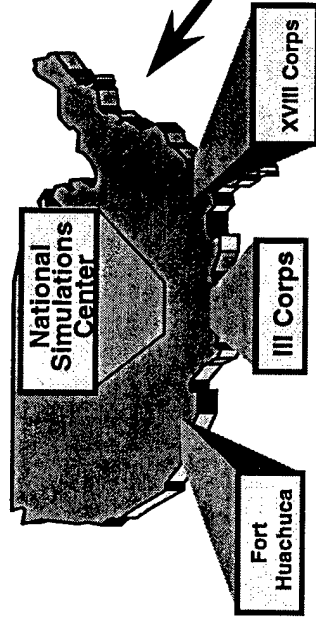


# Enabling Battle Command

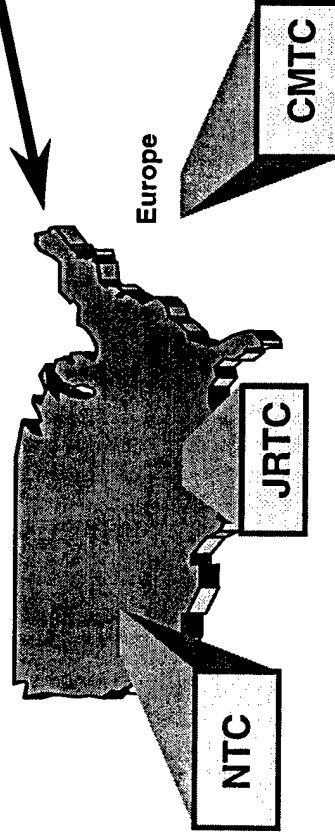
## -- Intelligence Integration --



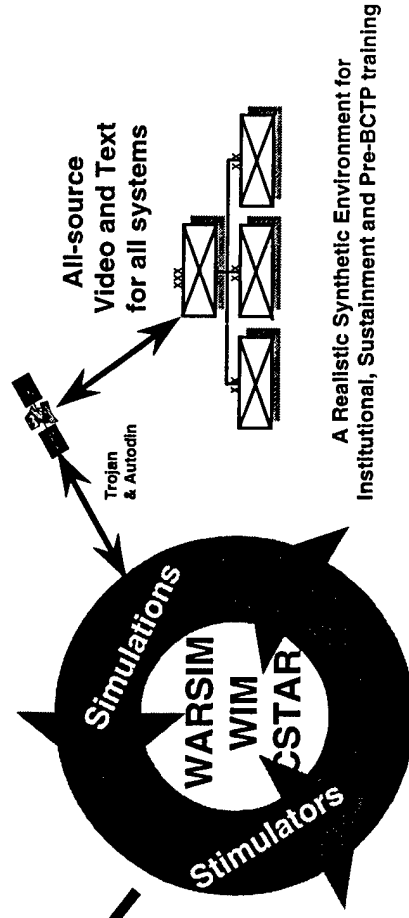
### Unit Training



### Leader Training



- *Realistic Battle Command and Intel Training at CTCs and Home Station*
- *Supports Live, Virtual and Constructive Combined Arms Exercises*



A Realistic Synthetic Environment for Institutional, Sustainment and Pre-BCTP training

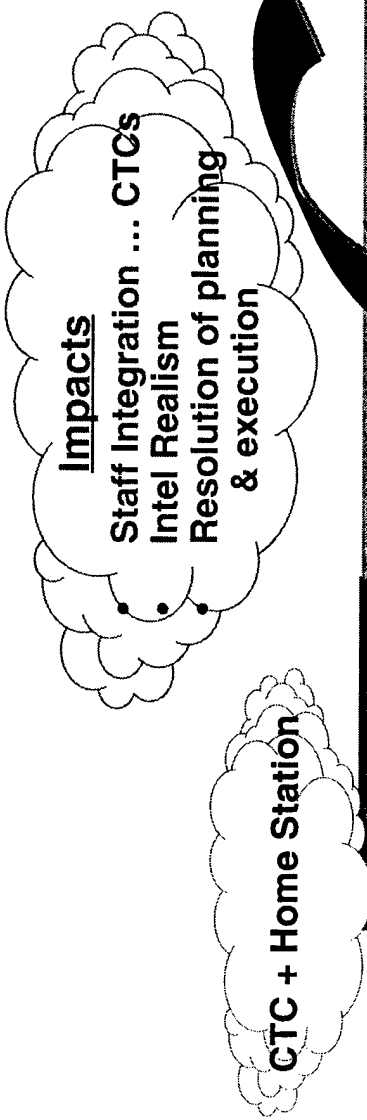
**Fused Virtual and Constructive Simulations**

**Intelligence ... A Partner in Unit and Leader Training**





# Funding Profile



\$28M \$34.3M Total \*

CSTAR WRAP		CSTAR PHASE II							
FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	
1.1	5.4	3.8	6.0	6.2	6.3				
		2.0	6.0	4.0					
		1.6	2.8	4.0	6.8	6.8	6.8	6.8	
									6.8

CSTAR funding needed beyond FY98!

\* Does not Include OMA Funding





# Field Grade Shortfall



- Awaiting Implementation of OPMS XXI
- MI Field Grade Positions to be Recoded
- Potential Savings from Total Force Laydown Cuts

	FA30	FA34	FA40	FA50	FA57	Total
COL	3	18	3	2	0	26
LTC	17	101	14	7	0	139
MAJ	14	206	17	20	2	259
						424

	AC	AC/RC	Total
COL	10	0	10
LTC	25	3	28
MAJ	49	7	56
			94





# Agenda

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- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**





# Tactical Restructure

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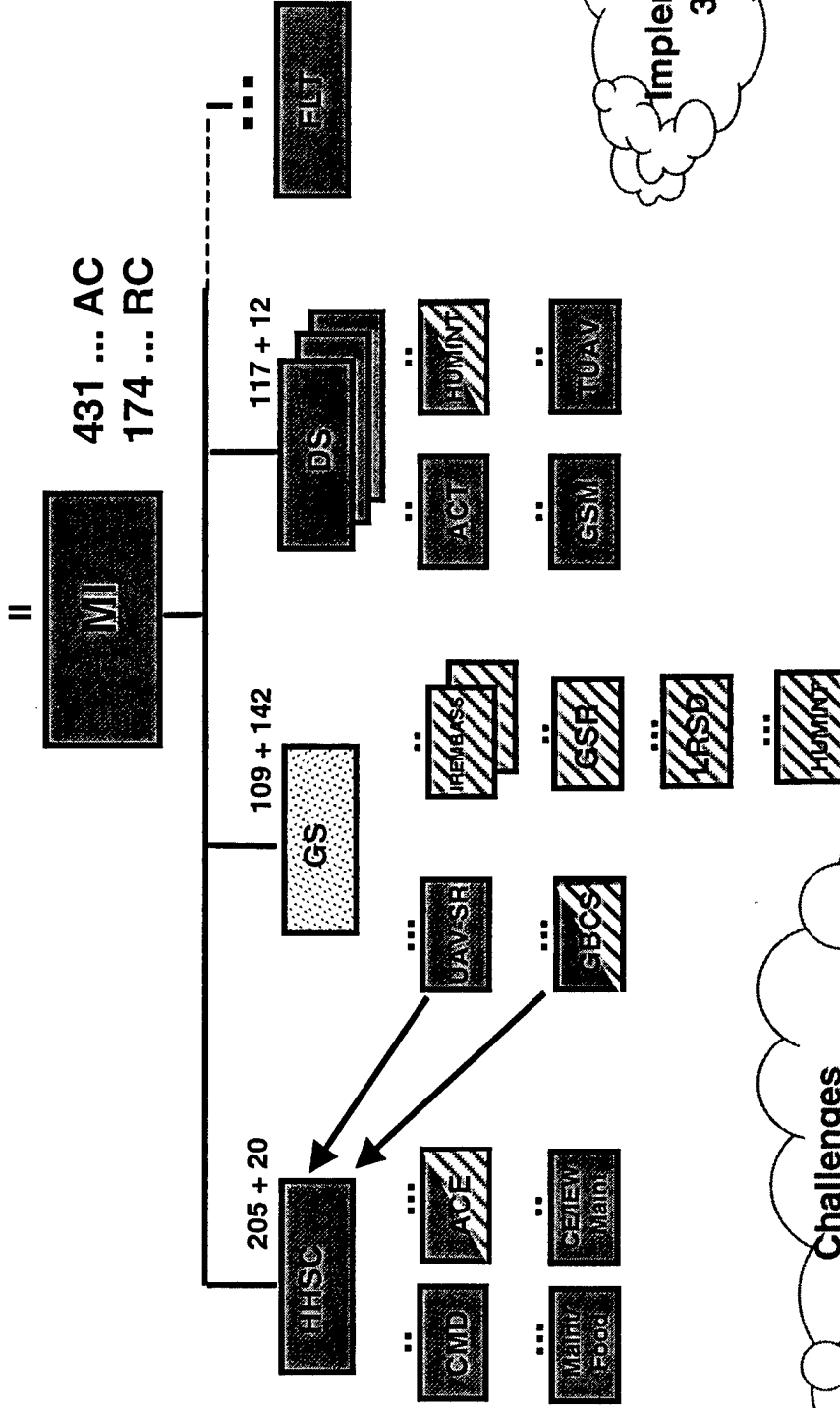
- **VCSA Guidance (2 May):**
  - Rely on the Force XXI process to relook functions & size
  - Don't downsize Corps & Division COMPO 1 structures
  - Address the feasibility of multi-compo MI units
  
- **Intent of USAR and NG integration:**
  - Address functions required by AC Division Commanders ... but not affordable in Compo 1
  - Focus on soft skills & simplistic systems ... versus those requiring a large training, hardware costs & maintenance bills
  - Be realistic on when capabilities can arrive "in the box"
  
- **Requires AGR increase at USAIC&FH (~25) ...**
  - If serious about multi-compo units!





# Tactical Restructure

-- MI BN, Hvy Division --



Implementation ...  
3-5 years

RC Readiness Reporting ...  
Linked to Parent AC Unit!

## Challenges

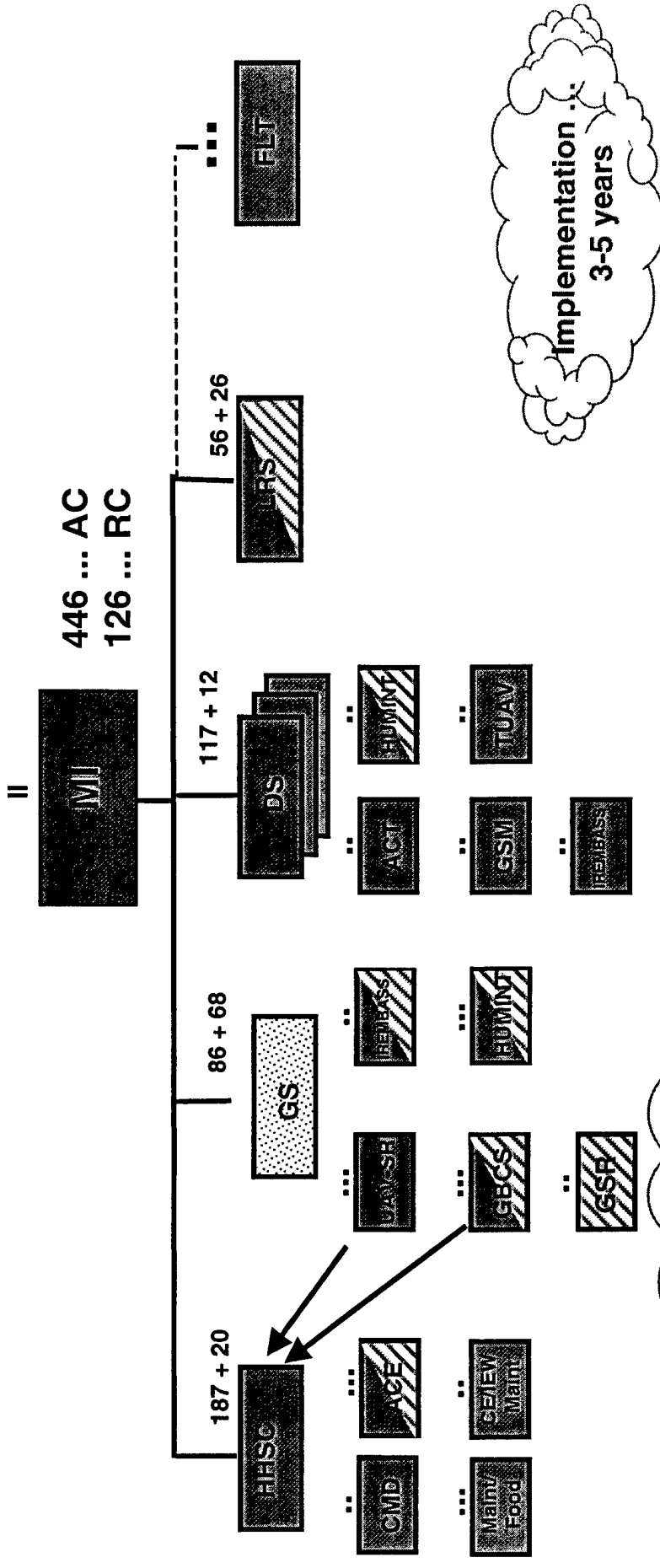
- Access prior to alert
- \$\$ ... Programming Wedge (Tng & Call-up)
- RC Bill
- Tiered Approach
- Stationing/Density





# Tactical Restructure

-- MI BN, Light Division --



## Challenges

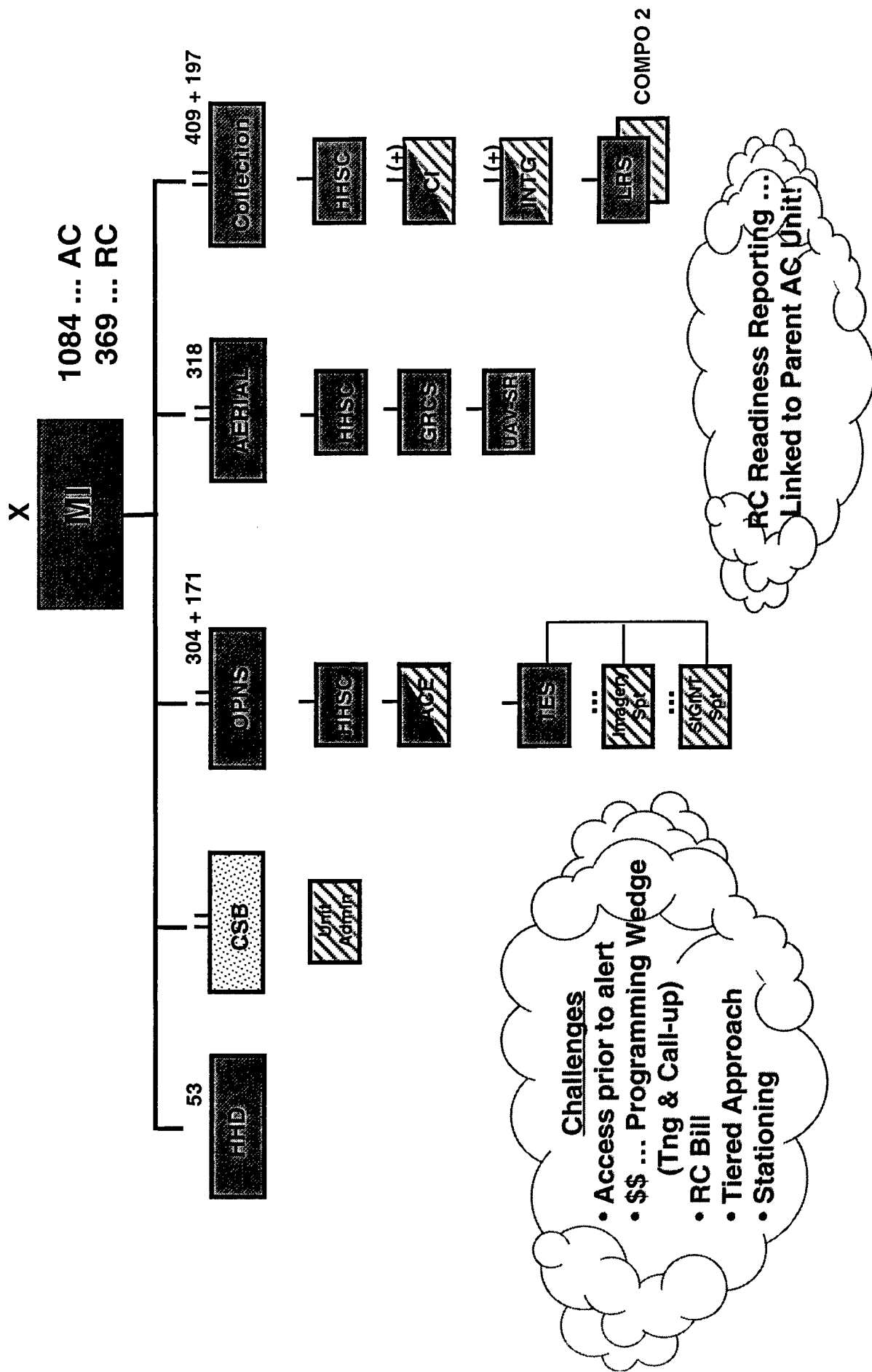
- Access prior to alert
- \$\$ ... Programming Wedge (Tng & Call-up)
- RC Bill
- Tiered Approach
- Stationing/Density

BC Readiness Reporting ...  
Linked to Parent AC Unit!





**-- MI Bde, Corps --**







# Agenda

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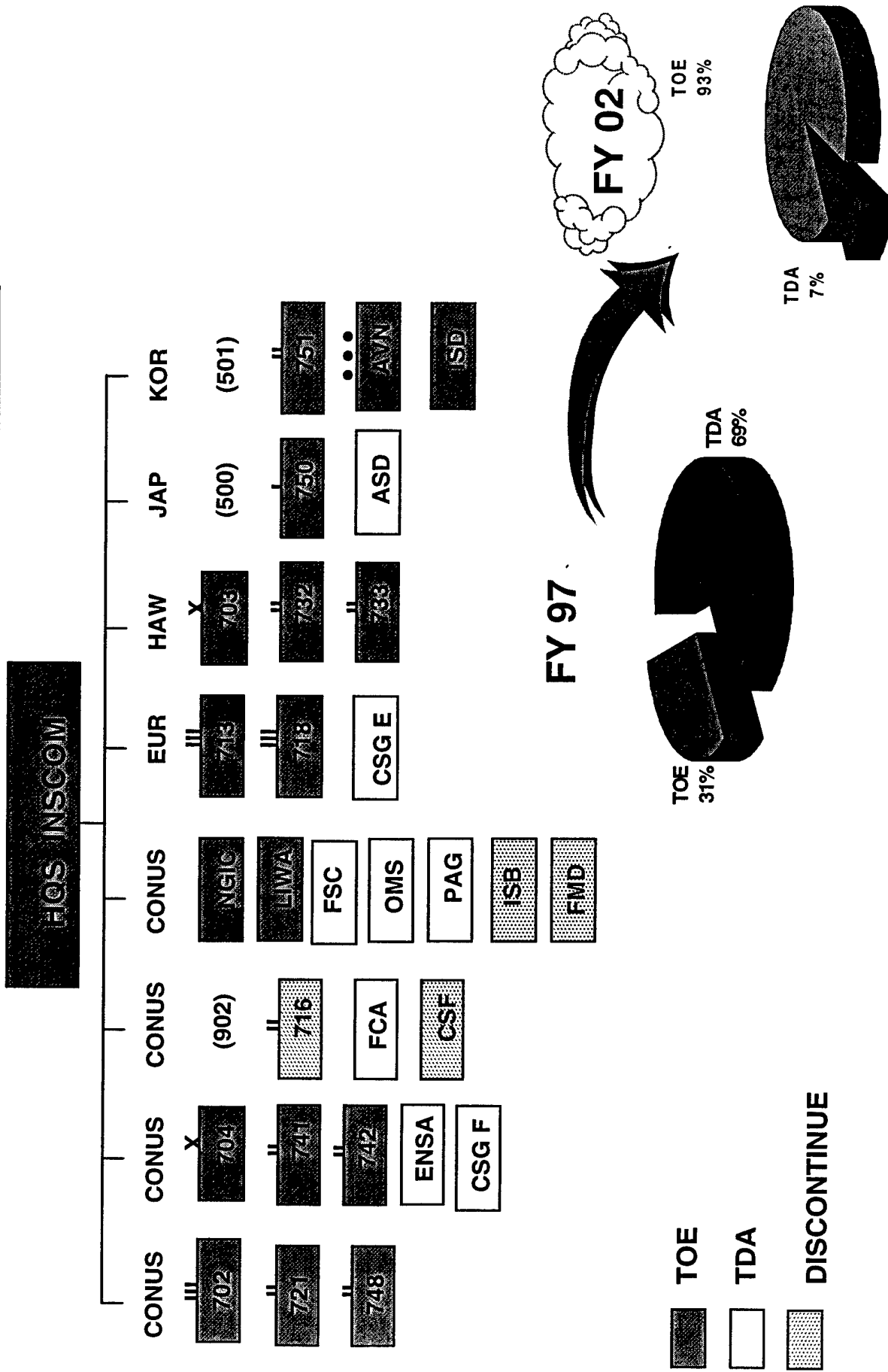


- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
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- **INSCOM C2 ... TOE Conversion & C2**
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- **Conclusion**





# TDA to TOE Conversion







# TDA To TOE Issues

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- **RESOLVED ---**
  - Level 1 structure ... the building of the TOE structure
  - Equipment ... what's needed versus just being a TOE
  - Standard Duty Title Codes
  
- **CURRENT---**Being worked by DAMO-FD
  - Multiple AMSCOs on MTOEs ...
    - Test Dec 97 for 10 multi-compo units
    - Readiness Reporting ...
      - Waiver in Equipment Reporting Criteria
  
- **LONG TERM ---**
  - Civilians/Contractors





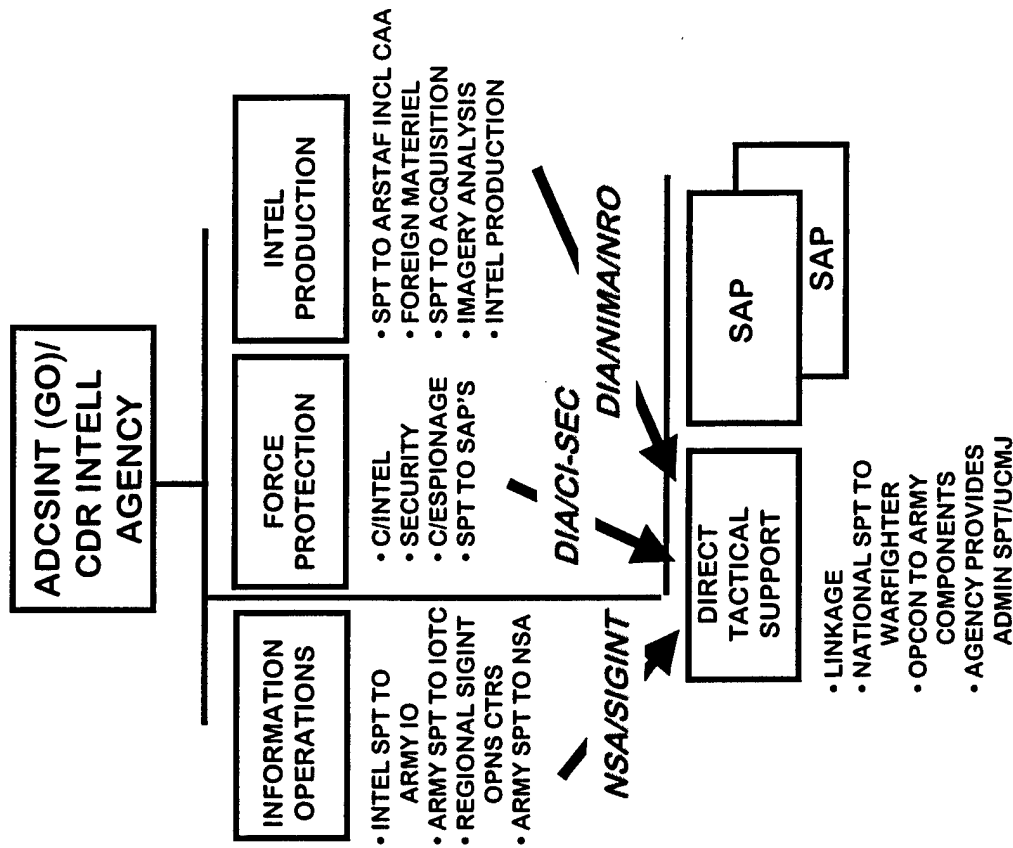
# INSCOM C2

-- Intel FOA --



-- RESTRICTED  
-- DOWN SIZED ON WARFIGHTERS  
-- FOCUSED ON

+ FOCUS  
ON  
PRIORITY  
INTEL  
FUNCTIONS



+ ENSURES  
DIRECT  
LINKAGE FOR  
NATIONAL  
TO  
TACTICAL  
SUPPORT





# Agenda

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- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
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# Drawdown Opportunities

-- STRATEGIC: COMPO 2 & 3 --



- NGB
- CAR
- DA DCSINT

## Main Function Performed

- Linguists
- JSTARS Det
- Imagery
- Staff

## Issues/Impacts

- COMPO 2 Impacted Organization:
  - ✓ Not sure they can pay the bill
  - ✓ Take to TAA-O5
- COMPO 3 Impacted Organization:
  - ✓ Linguists & JSTARS ... can't stand up at C3
  - ✓ Linguists ... can't meet rqmts ... type and quality
  - ✓ Deactivation of Imagery Bn HQs of MI Grp West
  - ✓ No USAR surge
  - ✓ Loss of career development Bn commands
  - ✓ Corps Spt BN pays the COMPO 1 Corps restructure ... less LRS
- Proponent Response:
  - ✓ TAA-07 or Post-AWE ... COMPO 2
  - ✓ Concurred with USAR on Corps & above investment
  - ✓ C3 problems ... need to address SGA, training length & high mobility by USAR

## Recommendations

- Defer Tier 3 manning to COMPO 4 (temporarily)
- Proceed with stated reductions
- Defer Division redesign to AWE











# Drawdown Opportunities

-- INSCOM --



Functional Area	FY90/96 Change	Current Structure	Reductions being Considered	Risk	Who To Contact
MISSION RESTRUCTURE	-35%	OFF- 1724 ENL-8104 CIV- 2141 TOTAL-11979	OFF-24 ENL-220 CIV-0 TOTAL-244 -2%	LOW 	CG, INSCOM
UNIT ELIM ISB,703,732	48%	OFF- 29 ENL-544 CIV-18 TOTAL-591	OFF-9 ENL-41 CIV-0 TOTAL-50 -8%	LOW 	CG, INSCOM
TDA AUGMENTATION	?	OFF- 138 ENL-574 CIV-370 TOTAL-1082	OFF-0 ENL-85 CIV-0 TOTAL-85 -8%	LOW 	CG, INSCOM
HQ STAFF REDUCTION	-35%	OFF- 101 ENL-117 CIV-498 TOTAL-716	OFF-15 ENL-35 CIV-0 TOTAL-50 -8%	LOW 	CG, INSCOM
TECHINT (203RD) BLENDING	-20%	OFF-30 ENL-200 CIV-7 TOTAL-237	OFF-0 ENL-94 CIV-0 TOTAL-94 -39%	LOW BLEND AC/RC 	CG, INSCOM
CMISE	100%	OFF- 20 ENL-83 CIV-0 TOTAL-103	OFF-4 ENL-65 CIV-0 TOTAL-69 -67%	MOD RISK 	CG, INSCOM
592 Billets					





# Drawdown Opportunities

-- INSCOM --



## Main Function Performed

- HQ Staff
- Field HQs
- Information Mgmt
- TECHINT
- CMISE

• INSCOM

• DA DCSINT

## Issues/Impacts

- Impacted Organization:
  - ✓ Limited operational loss in capability ...
  - Significant loss in flexibility (lift & surge)
- ✓ Outsource 50 Information Management Billets
- ✓ Corps Support
- Proponent Response:
  - ✓ Concur with assessment.

## Recommendations

- Proceed with stated reductions.
- Conduct A76 study to determine if billets can be outsourced



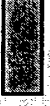




# Drawdown Opportunities

-- OPERATIONAL/TACTICAL --



Functional Area	DA DCSOPS Reduction	Risk	Who To Contact
CS/CSS BN S-2s THEATER	121	 LOW RISK	DA DCSOPS
DOCEX (ECB)	12	 LOW RISK	DA DCSOPS
CORPS UAV DOWNSIZING	53	 MOD RISK	DA DCSOPS

186 Billets

Going In Position Only...

Bottom Line ... Impairs MRC capability!





# Drawdown Opportunities

## -- OPERATIONAL/TACTICAL --



### Main Function Performed

- BN S-2s ... Theater
- DOCEX ... ECB
- UAV ... Corps

- DA, DCSOPS

### Issues/Impacts

- Impacted Organization:
  - ✓ CS/CSSBN S-2s:
    - Relies on higher Bde/Echelons for support
    - Impairs their MRC go to war capability
  - ✓ ECB DOCEX:
    - Relies on EAC for support
  - ✓ Corps UAV:
    - Must keep 2 Baselines of Rqmts ... Joint strategy
    - Predator management requires less resources
- Proponent Response:
  - ✓ Concur
  - ✓ USAREUR ... floors & ceilings concerns

### Recommendations

- Take the stated reductions
- DA DCSOPS needs to work the USAREUR floors and ceilings issues





# Reduction Opportunity Recap



## Bottom Line ...

Organization	Type	98	99	00	01	02	03	04	05	TOTAL
• QDR ... 1K -- NFIP ... AMC -- INSCOM -- FORSCOM -- TACTICAL	Reduction	178 304 34	10 288 186	1000						188 592 34 186
• QDR Compo 3	Reduction	550	550							1100
• 10K READJUST -- INSCOM -- TACTICAL	Reduction	159 652								159 652

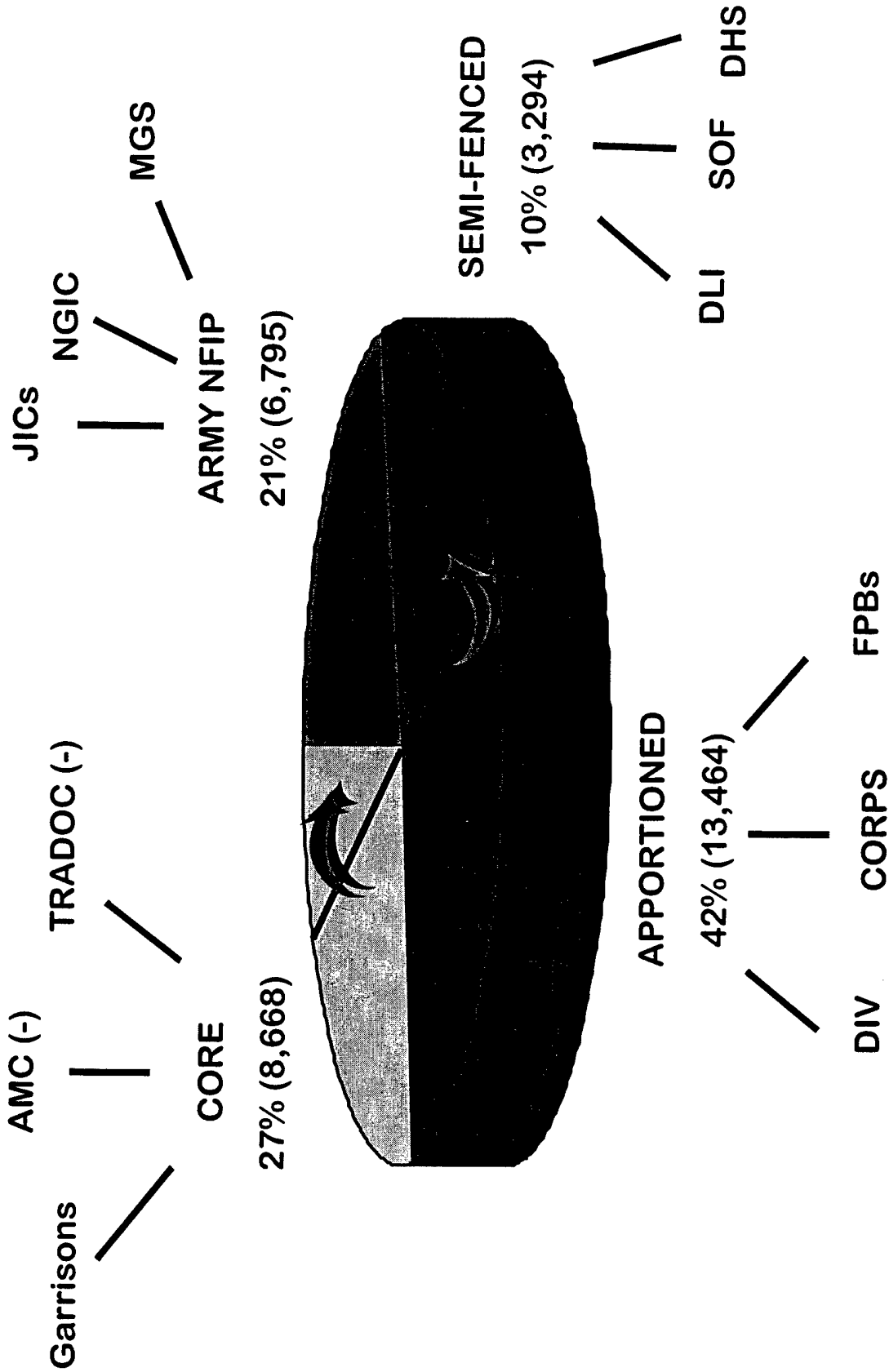
- COMPO 1 1,000
- COMPO 2 n/a
- COMPO 3 1,100
- AGENCIES unk (6%)
- JOINT unk (10%)
- GDIP REALIGN unk (5%)





# MI Apportionment

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# Decision Recap

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## Resources:

- 1000 billet bogey (COMPO 1):
  - MI will pay it's bill
  - Does not include the 811in 10K Push Around billet reductions
- CSTAR ... direct "gapped" year funding ... \$28M
- COMPO 3 ... support 1100 QDR reduction for MI

## Structure:

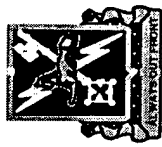
- Multi- compo unit structure ... do we proceed?
- Joint:
  - JROC ... drive sizing to requirements (JWCA ISR Study)
  - JROC ... Army position stated in JWCA ISR Study
- A76 Studies ... AMC, FORSCOM, DLI (OSD) & INSCOM





# Agenda

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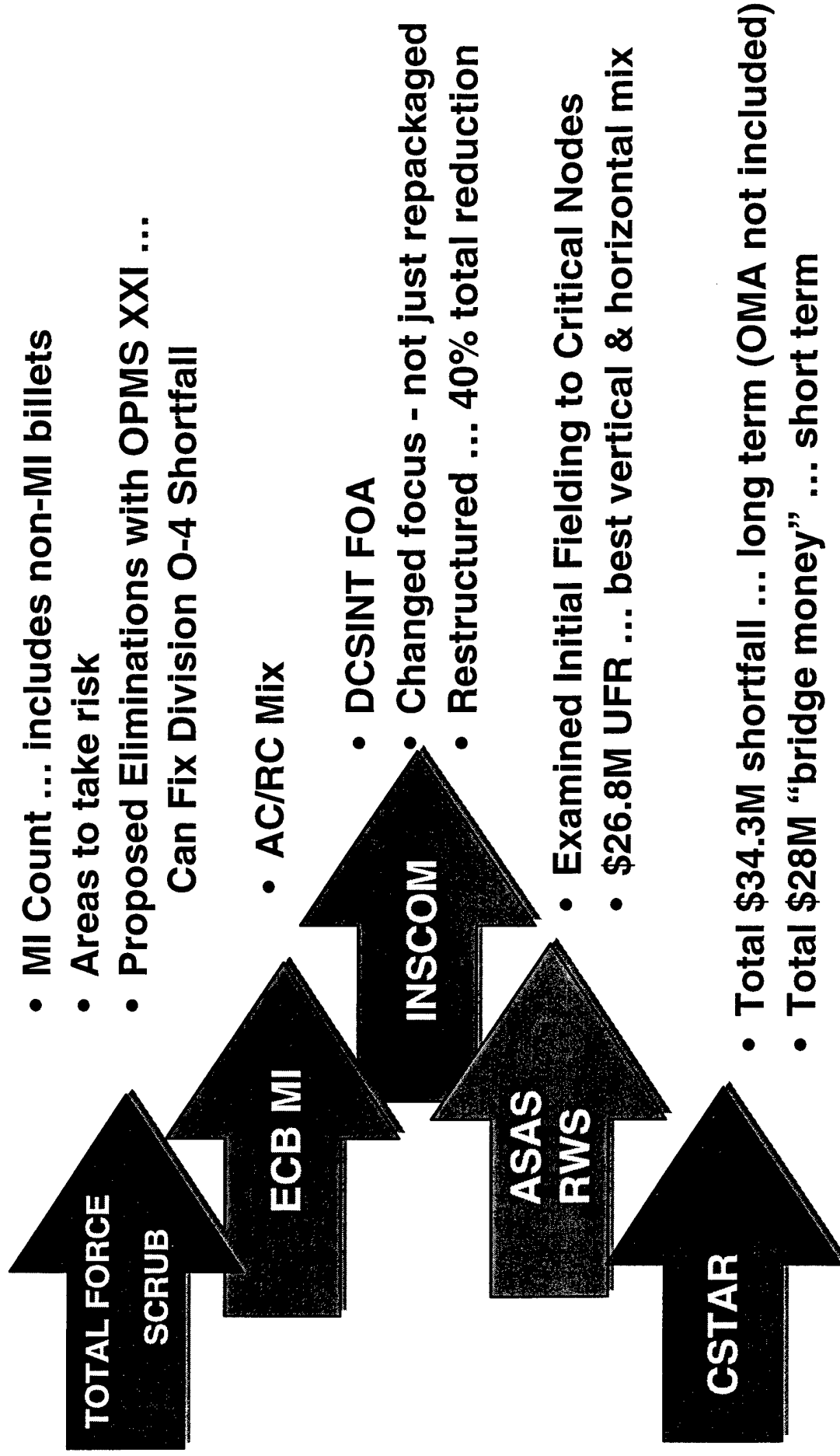
- **Recap ... Taskings & Size of the MI Force**
- **Key Issues**
- **Tactical Restructure**
- **INSCOM C2 ... TOE Conversion & C2**
- **Drawdown Opportunities ... Total Force Laydown**
- **Conclusion**



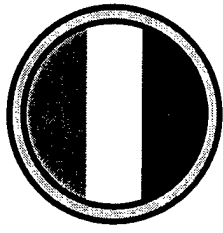


# Bottom Lines

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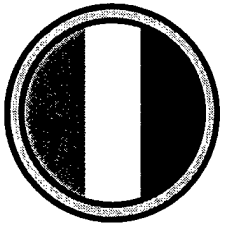


# AC to RC Training Support



CGFAA 7.8 120900 Mar 97  
(cc 4 Apr)

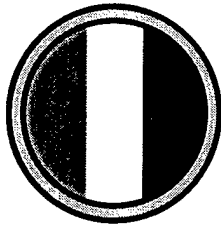




## **Purpose**

- **Determine optimum C2 structure for AC to RC training support**
- **Determine how much AC (and RC) manning is required**
- **Apportion AC (and RC) manning properly within structure**





# Considerations

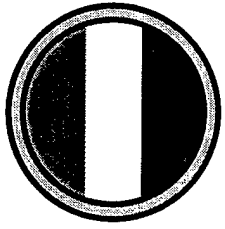
## Force Projection Army

- National Military Strategy
  - Flexible and selective engagement
  - Deterrence and conflict prevention
  - Fight, if necessary, and win
- Few forward stationed forces
- Most/all CONUS units have multiple-theater options
- Enhanced Brigades
  - Could go to any theater
  - Could work for any corps or division
- SASO(OOTW)/LRC will require tailored packages
  - Location(s) unknown
  - Composition unknown

*THUS*

- Emphasis on pre-mob training relationship
- Goal is same training relationship pre-mob and post-mob
- Realities define AC relationship



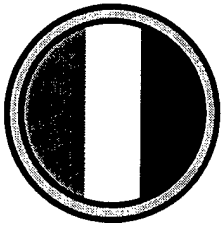


# Considerations (2)

## Guidance

- **Integrate structure**
  - **Tri-component strengths**
  - **Total Army**
- **Optimize structure**
  - **History and experience**
  - **AC infusion**
  - **Best service to RC units**
- **Strengthen CONUSAs**
  - **Missioned to support RC training and mobilization**
  - **Extensive structure**
- **Recognize impact on AC units**
  - **OPTEMPO/PERSTEMPO**
  - **Dedicated AC individuals**



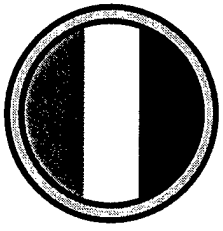


## Considerations (3)

### Factors

- **Pre-BOLD SHIFT experience**
  - **Post-Draft Period (1973-1990)**
  - **DESERT SHIELD/DESERT STORM**
- **BOLD SHIFT experience**
  - **Platoon focus**
  - **Lanes training**
  - **RTT, RTD, ORE, etc.**
- **Title XI experience**
  - **3, 4 Years**
  - **Dedicated, Available**
  - **RTB, RTBn, Div(E)**

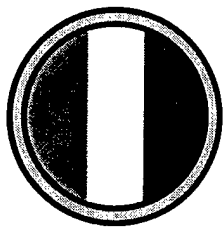




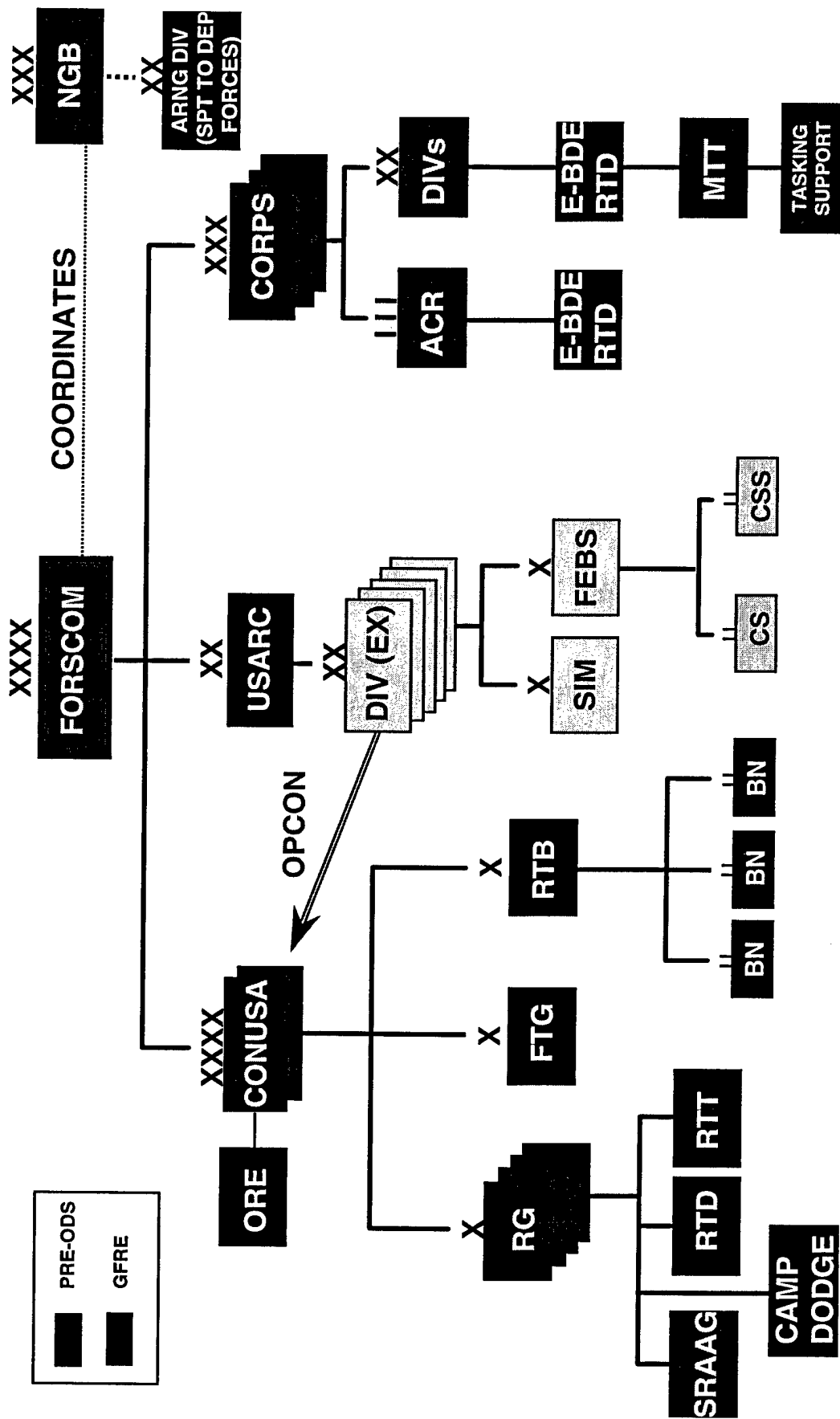
## Considerations (4)

- Redundancies
  - RGs, RTTs(?)
  - RTBs, OREs(?)
- Lack of unity of command
  - CONUSA -- RTB -- RTD
  - AC Division -- RTD

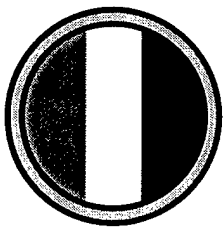




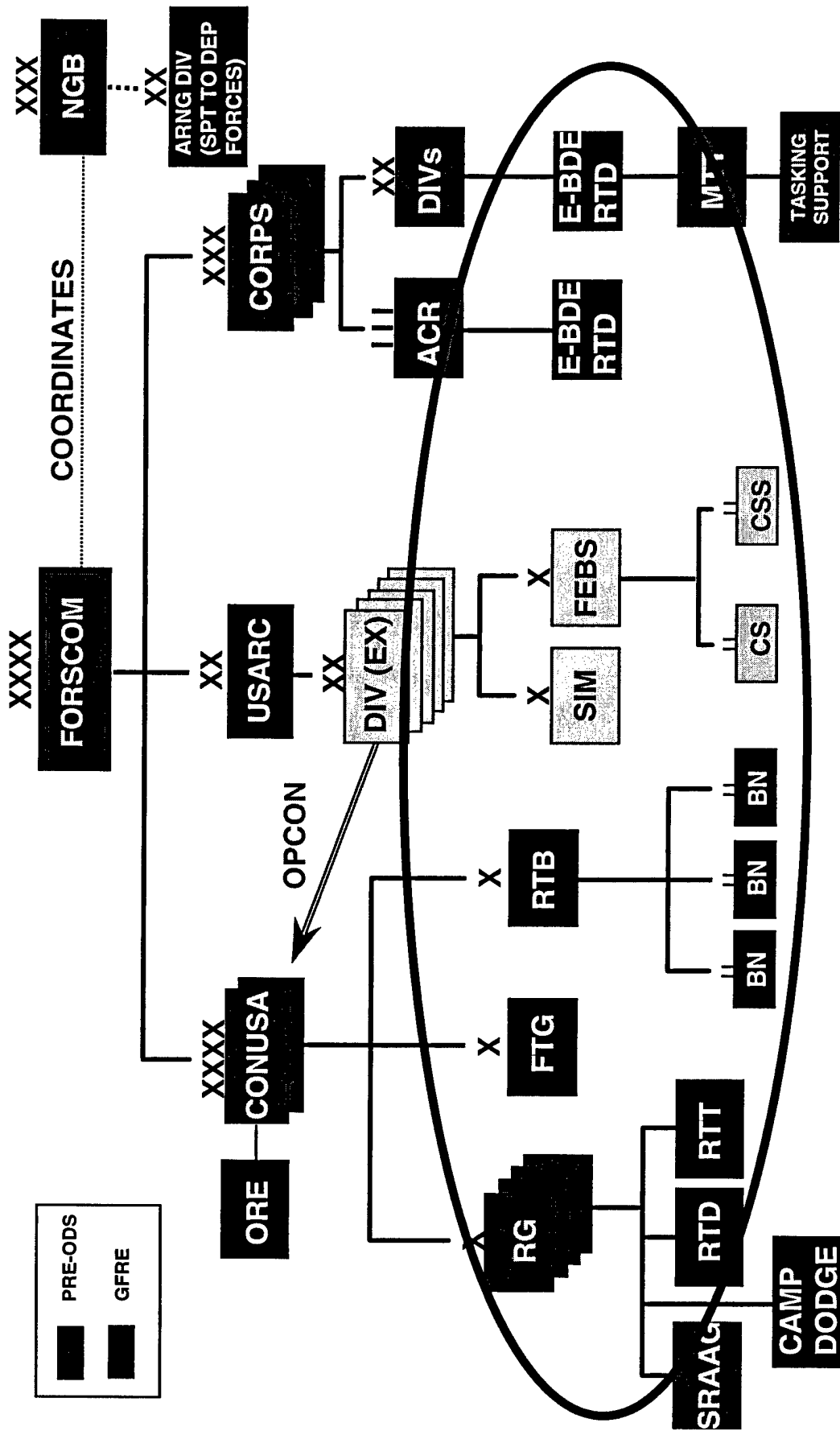
# Current AC/RC Structure







# Current AC/RC Structure





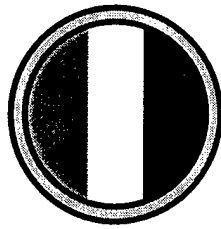


# NOW

**COORDINATION COMPLEX  
CONUSA TIES TOGETHER  
NOT AN EASY JOB  
REDUNDANCIES**



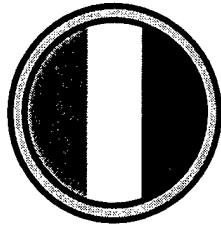




# Current AC/RC Numbers

<b>FORSCOM (5891)</b>	<b><u>AUTH</u></b>	<b><u>NON-TITLE</u></b>	<b><u>TITLE</u></b>
* RTB	1820	32	1788
* DIV(EX)	403		403
* FTG	80		80
* RTD(14 EB)	667		667
* CAMP DODGE	24		24
* CTC ACADEMY	10		10
* CONUSA HQ	171	171	
* RG	2005	1287	718
* ORE	144		144
* RTT/RTD(FSP)	445		445
* SR ARMY ADVISOR	107	107	
* ARMS TMS	15	15	
<b>TRADOC (496)</b>			
* TASS	415		415
* O/C ACAD (FT LVN)	5		5
* BCBST	57		57
* B2STP (FT KNOX)	19		19

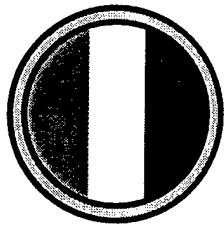




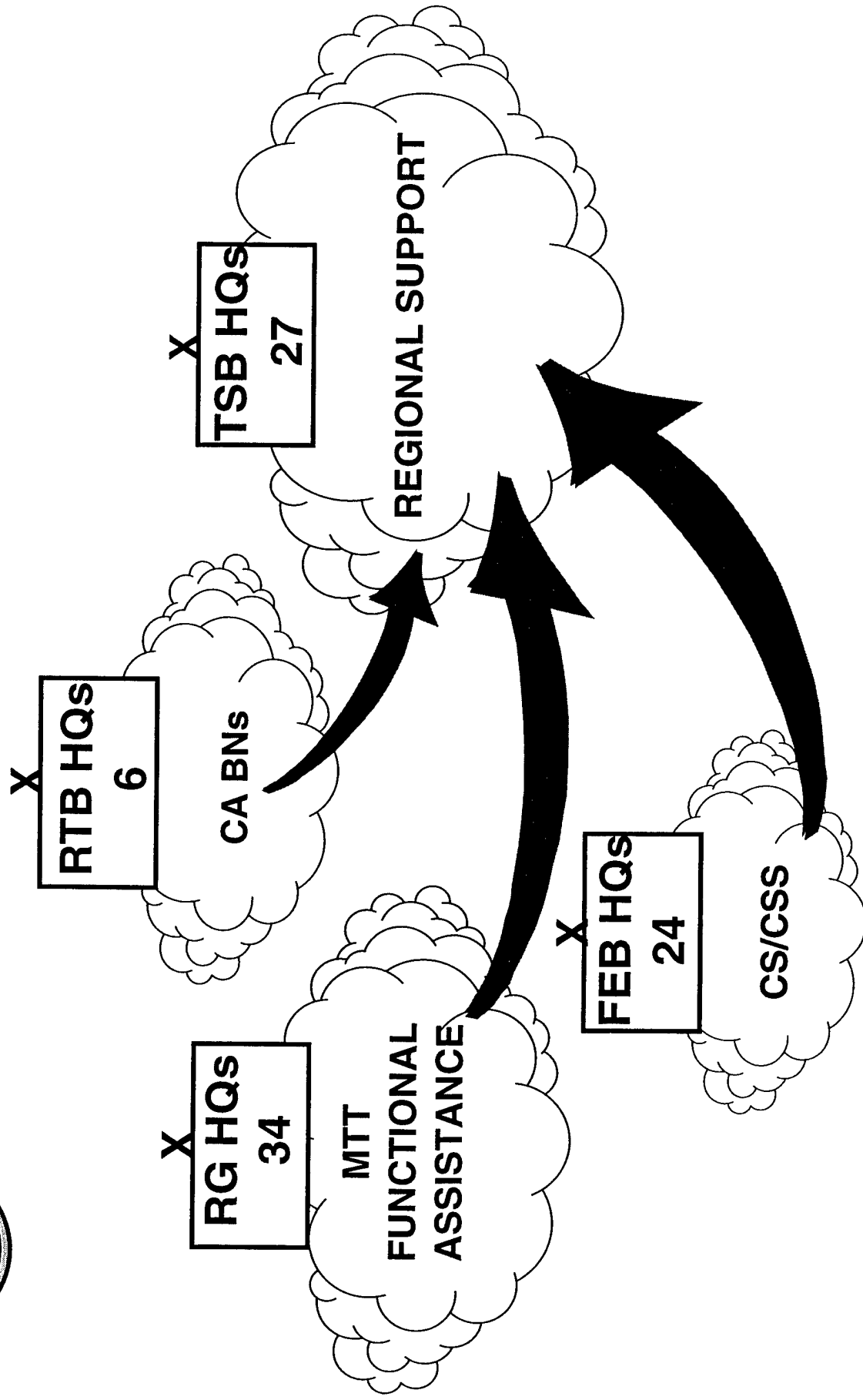
# Current AC/RC Numbers (2)

	<u>AUTH</u>	<u>NON-TITLE</u>	<u>TITLE</u>
USARC (1147)			
* TUSA DOWNTRACE	212	41	171
* SRAA	33	33	
* FTS	902	902	
NATIONAL GUARD (102)			
* NGB/MDW	52	52	
* IG	50	50	
USARPAC (111)			
* RTD	42		42
* ORE	12		12
* RG	53	53	
* SRAAG	4	4	
USASOC (38)			
* CAPOC	20	20	
* NG FTS	18	18	
7TH ARCOM	12	12	
<hr/>			
TOTAL	7797	2797	5000

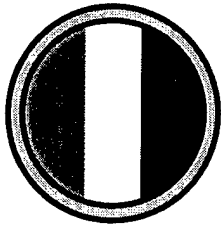




# Training Support Brigade Concept



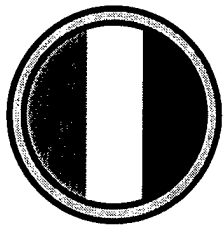




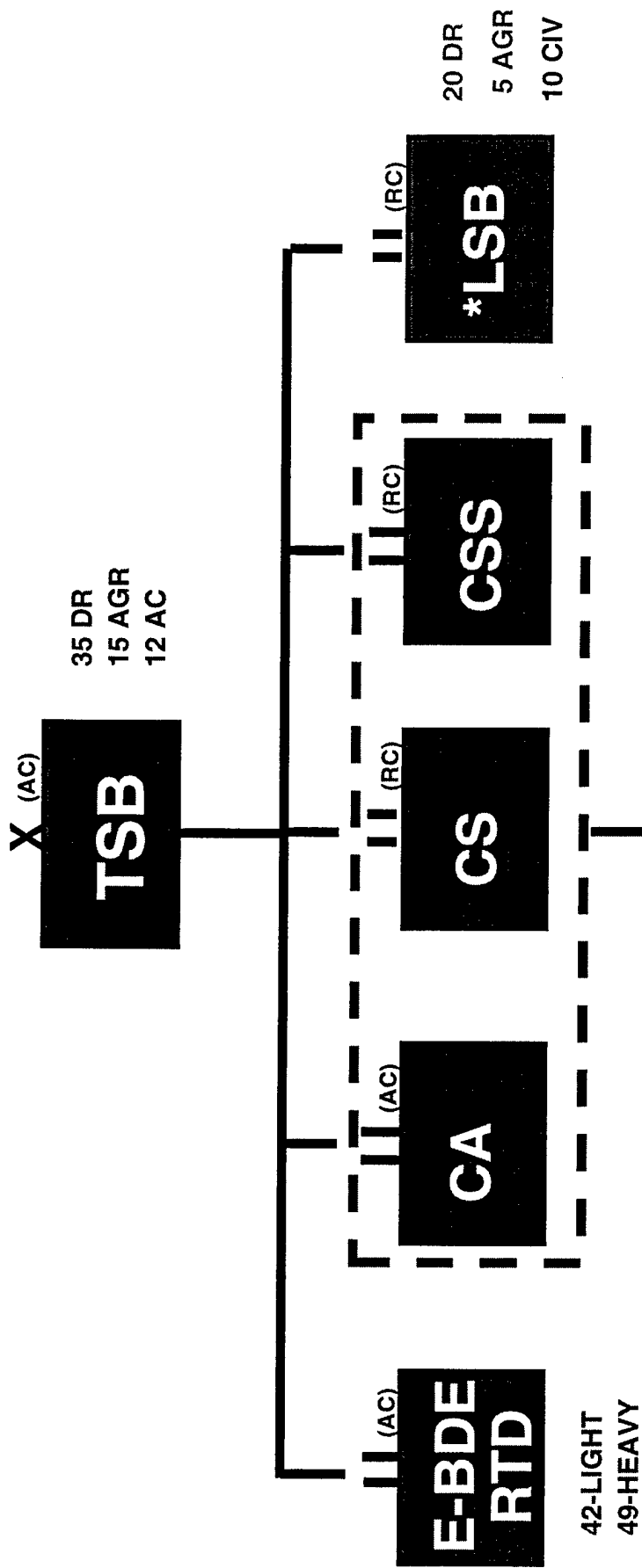
## **Tng Spt Bde (TSB) Functions**

- **Coords/conducts combined arms lane training**
- **Assists during AT and IDT**
  - **Assessment (advice, evaluation, mentoring)**
  - **Mobile Training Teams (MTTs)**
- **Approves YTP/METL for all units except:**
  - **E-Bdes and GO Cmd YTP/METL approved by associated AC unit**
- **Provides input to CTC assessment process**
  - **BCST results & TAM**
- **Inputs to Title XI requirements for high priority units**
  - **Assesses PER, EQUIP, and resource shortfalls**
  - **Assesses compatibility for RC unit with AC force**
  - **Provides data to associated AC unit commander**
- **Executes MSCA/Mob requirements as assigned by CONUSA**
  - **AC DCO and DCEs provided**





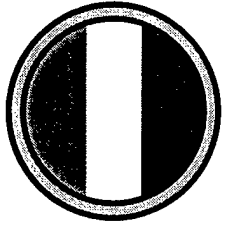
# TSB Organization



AC / RC Commanders

**\* NOTE: MANAGES CS/CSS EQUIP AND AUGMENTS CA BN RQMTS IF DIRECTED.**

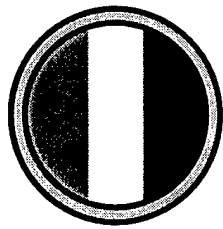




## **Tng Spt Bn (TSBn) Functions**

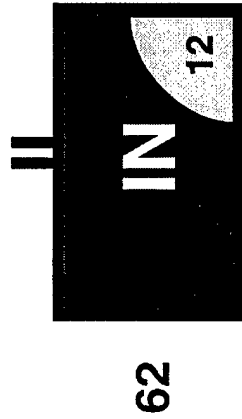
- **Coords/conducts combined arms lane training**
- **Assists during AT and IDT**
  - **Assessment (advice, evaluation, mentoring)**
  - **Mobile Training Teams (MTTs)**
- **Provides TAM evaluation as directed (Bn & below)**
- **Participates in YTB/METL process**
- **Provides branch and functional assistance (formerly from RGs)**



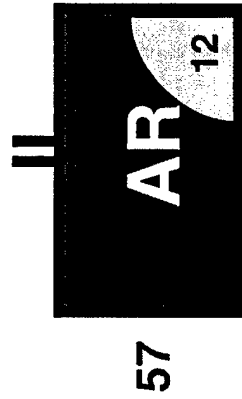


# TSBn (CA) Organization

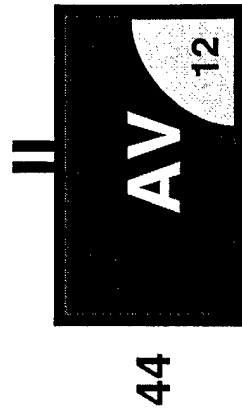
*ALL PERSONNEL ARE ACTIVE COMPONENT*



62



57



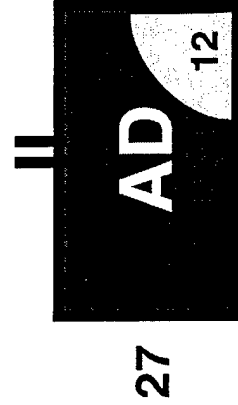
44



36



46

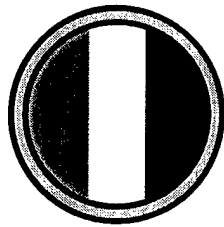


27



FORMERLY PERSONNEL ASSIGNED TO  
READINESS GROUPS FOR ASSISTANCE



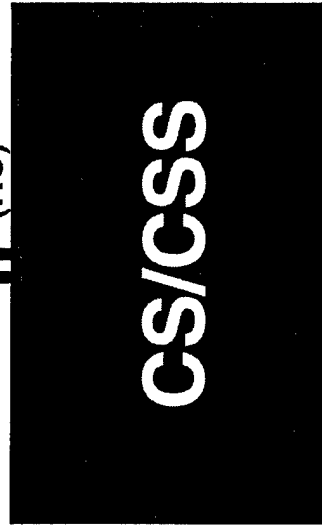


# TSBn (CS/CSS) Organization

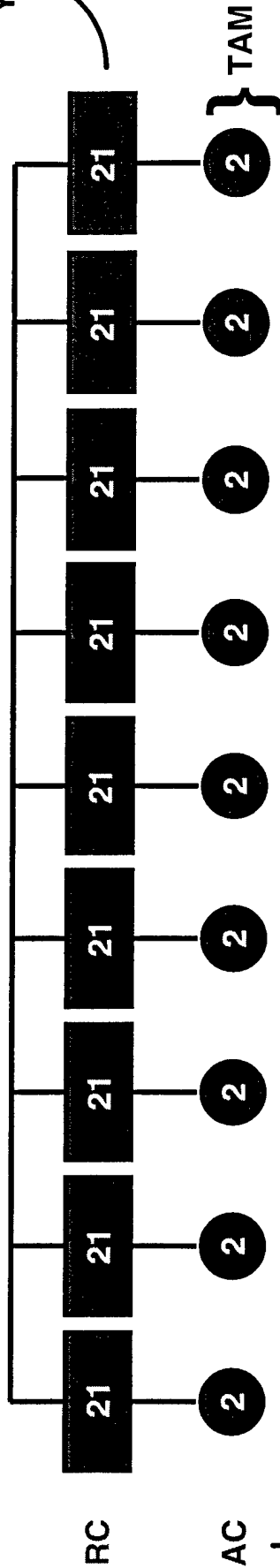
212 - DR  
3 - AGR  
1 - CIV  
23 - AC  
239 = TOTAL

DR - DRILLING RESERVIST  
AGR - ACTIVE GUARD/RESERVE  
CIV - CIVILIAN EMPLOYEE  
AC - ACTIVE COMPONENT

II (RC)



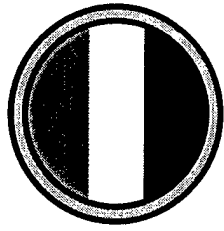
18 Companies  
Trained  
per  
Year







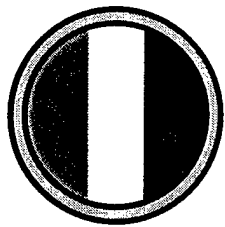




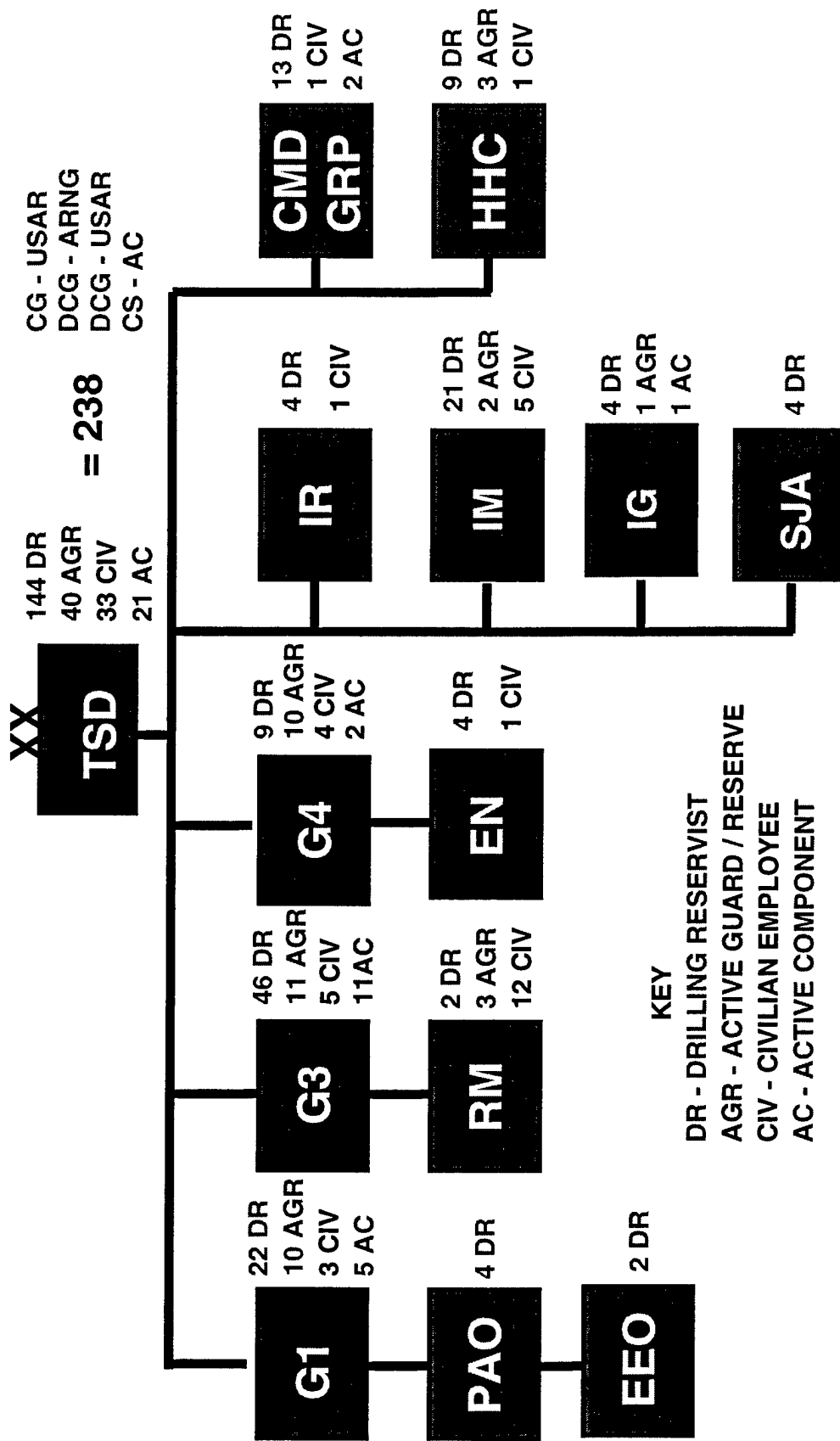
## **TSD HQs Functions (ADCON)**

- **Coordination HQ; does not play in training execution**
- **Schedules lanes/simulations/TAMs**
- **Synchronizes subordinate brigades' missions**
- **Coordinates resources**
- **Conducts regional AT Site/Date Conferences**

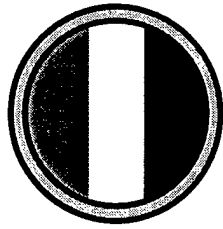




# TSD HQ Organization (5 Div)



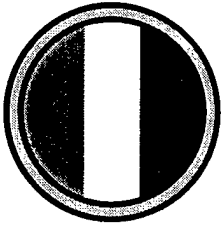




# Tng Spt Div (TSD) Recap (5 Div)

	DR RES	AGR	AC	CIV
DIV HQ (5)	720200	105	165	
TSB HQ (27)	1,485	540	324	270
SIM BDE (5)	2,470	95	170	70
CA BNS (38)			1,894	
CS BNS (16)	3,392	48	368	16
CSS BNS (18)	3,816	54	414	18
E-BDE RTD(15)			709	
	11,883,937	3,984	539	
			<b>TOTALS</b>	<b>17,343</b>

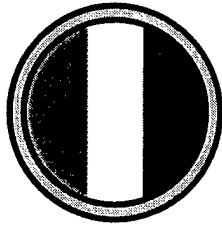




# Conclusions

- Integrated synergism
  - Optimizes each component's expertise
  - Has tri-component potential
  - Establishes a "Total Army" example
- More efficient structure
  - Optimizes Title XI spaces
  - Saves other AC spaces
- Unity of command for training support
  - Places CONUSA in charge of RC training support
  - Improves standardization
- Improves AC mentor relationship with RC

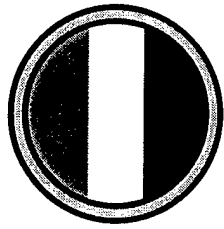




## Conclusions (2)

- **More flexibility**
  - Can focus on needed areas
  - Can surge
  - Can task organize (as required)
  - Can seek assistance through chain of command
- **Balances impact on AC units**
  - Associated AC units continue Sec 1131 support
  - AC units mentor (designated relationships)
  - FORSCOM tasks AC units for support
    - As needed/if needed
    - Considers OPTEMPO/PERSTEMPO



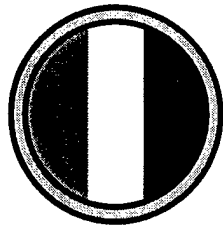


# AC Personnel Auth/Titling Integrated Alternative

	CURRENT AUTH	PROP AUTH	PROP TITLED	PROP NT(PROJ*)
FORSCOM (570)				
* TNG SPT DIV	0	3984	3984	0
* CONUSA HQ(2)	315	253	162	91 (73)
* SRAAG	107	107	0	107 (86)
* ARISC(EFF 04/98)	34	34	34	0
* FTG(8)	80	80	0	80 (64)
* CTC ACADEMY	10	10	10	0
* CAMP DODGE	24	24	0	24 (19)
TRADOC (496)				
* TASS	415	415	415	0
* BCBST	57	57	57	0
* O/C ACAD (FT LVN)	5	5	5	0
* B2STP (FT KNOX)	19	26	0	26 (20)
USARC (1147)				
* 3A DOWNTRACE	212	212	171	41 (33)
* SRAA	33	0	0	0
* FTS	902	549	120	429 (343)

(PROJ\*- Average ODP and EDTM fills (80%))



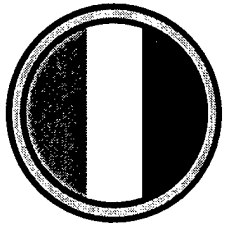


# AC Personnel Auth/Titling Integrated Alternative (2)

	<u>CURRENT AUTH</u>	<u>PROP AUTH</u>	<u>PROP TITLED</u>	<u>PROP NT(PROJ*)</u>
ARNG (102)	52	52	0	52 (42)
* NGB/MDW	50	50	0	50 (40)
* IG				
USARPAC (99)				
* RTD	42	42	42	0
* RG	53	53	0	53 (42)
* SRAAG	4	4	0	4 (3)
USASOC (38)				
* CAPOC	20	20	0	20 (16)
* NG FTS	18	18	0	18 (14)
7TH ARCOM (12)	12	12	0	12 (10)
SUBTOTAL	2464 (5333)	6007	5000	1007 (805)
TOTALS	7797	6007	5000	1007 (805)

NOTE: AC/ARNG DIV PLACEHOLDER; 500 SPACES; ADDITIVE TO TOTALS

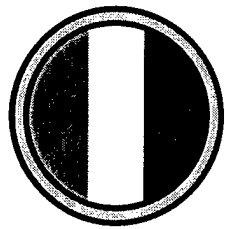




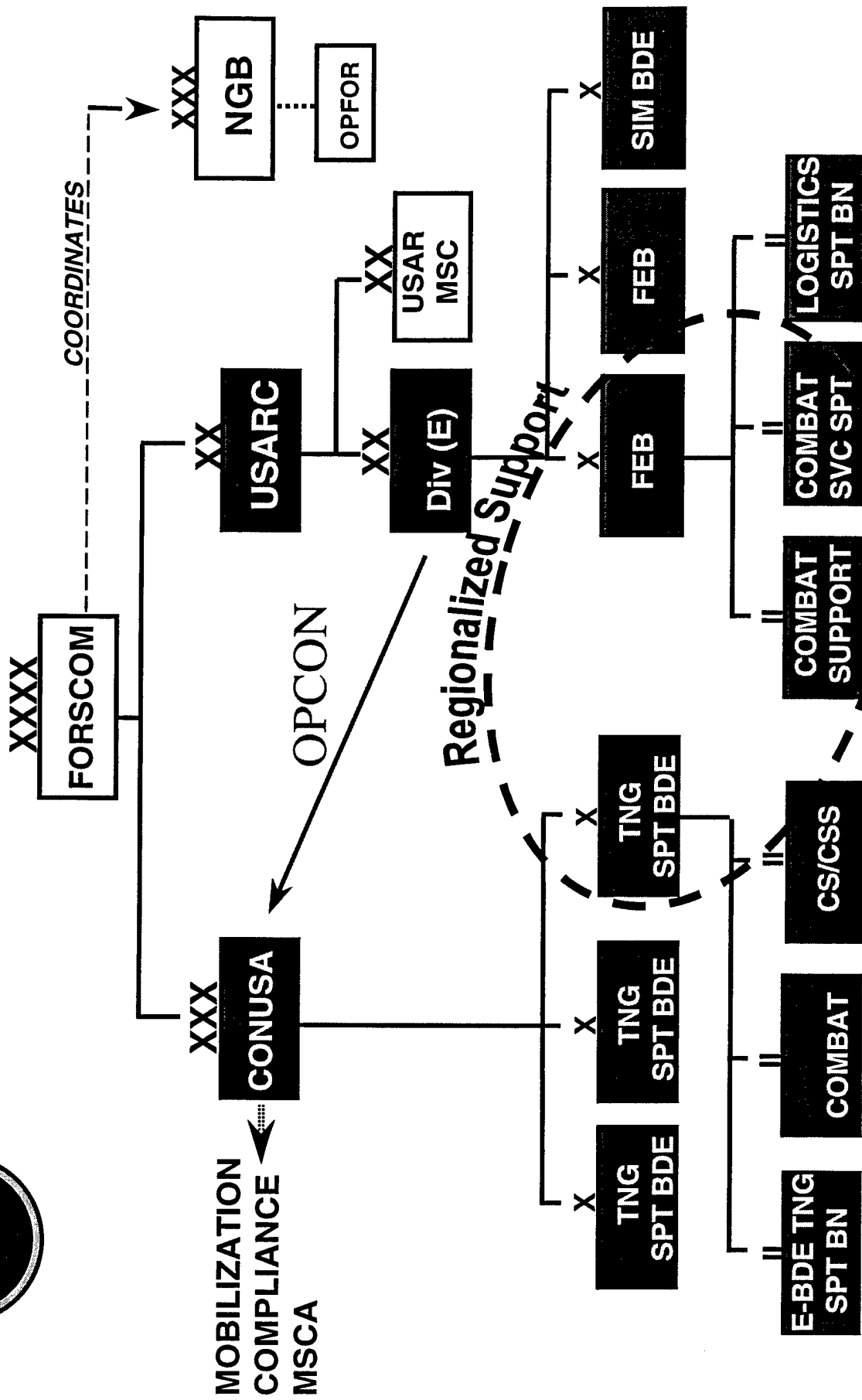
# Concerns

- AC “backing away” from RC training
- USAR “C2” role in ARNG unit training
- CONUSA “C2” = no confidence in Div(E) headquarters
- USAR loss of colonel headquarters’ opportunities
- Value added of TSD/Div(E) headquarters questioned
- Loss of Readiness Group support
- 5000 titled positions = self-fulfilling ceiling



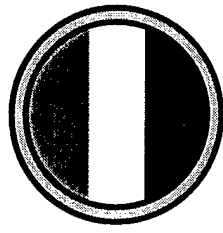


# Hybrid Alternative

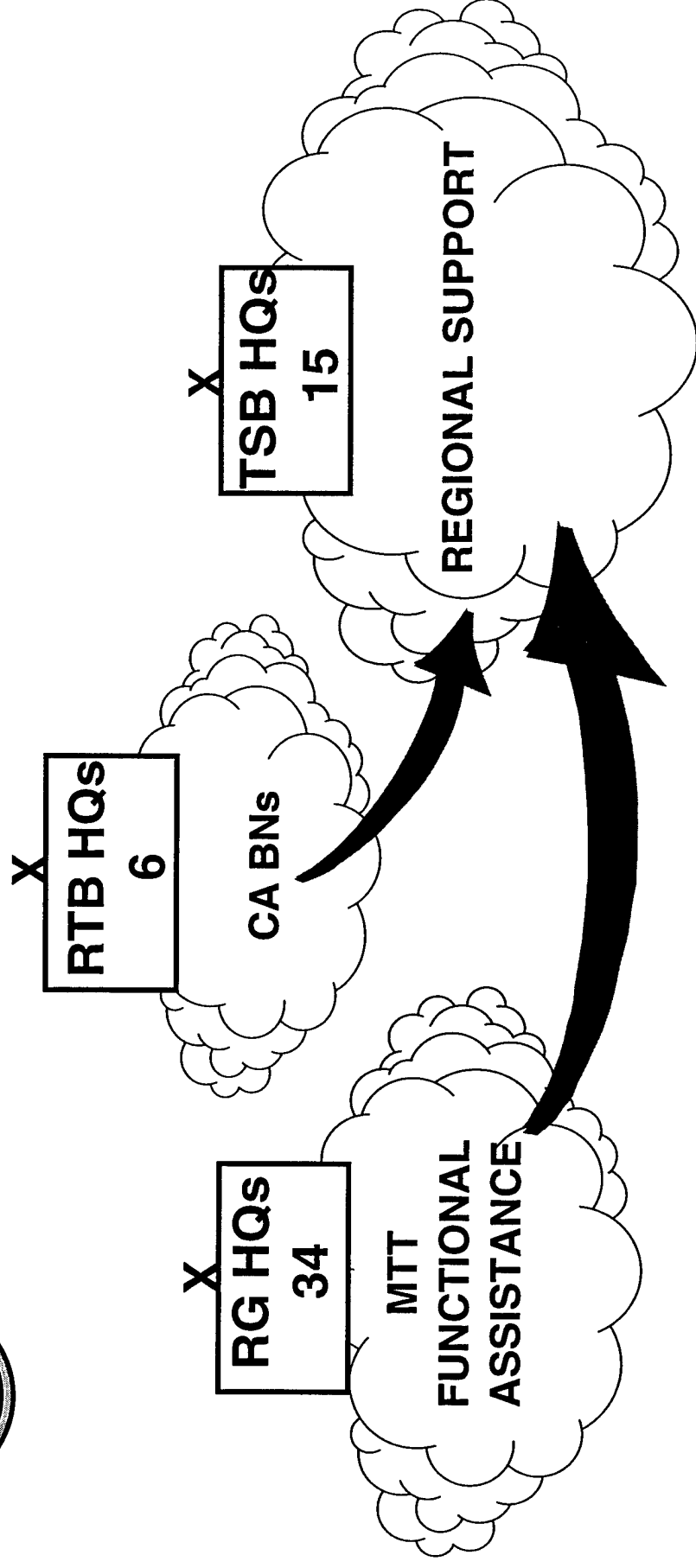


Note: FEB HQ only large enough to provide C2; all M-Day; no planning function.

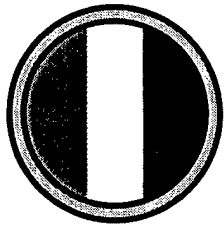




# Training Support Brigade Concept



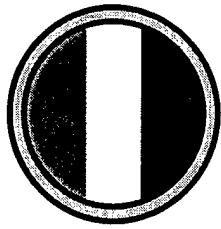




## Hybrid Alternative (Recap)

	DR RES	AGR	AC	CIV
DIV EX HQ (5)	837123	15	104	
FEB HQ (24)	384 48		96	
TSB HQ (15)		630		
SIM BDE (5)	2,470	95	170	70
CA BNS (38)			1,894	
CS BNS (16)	3,392	48	368	16
CSS BNS (18)	3,816	54	414	18
LSB (22)	440110		220	
E-BDE RTD(15)			709	
	11,339478	4200	524	
			<b>TOTALS 16,541</b>	





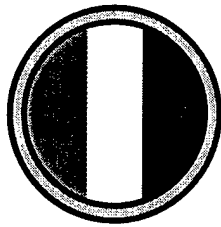
# AC Personnel Auth/Titling

## Hybrid Alternative

	<u>CURRENT</u>	<u>PROP</u>	<u>PROP</u>	<u>PROP</u>
	<u>AUTH</u>	<u>AUTH</u>	<u>TITLED</u>	<u>NT(PROJ*)</u>
FORSCOM (570)	0	4200	3984	216 (173)
* HYBRID ALT	315	253	162	91 (73)
* CONUSA HQ(2)	107	107	0	107 (86)
* SRAAG	34	34	34	0
* ARISC(EFF 04/98)	80	80	0	80 (64)
* FTG(8)	10	10	10	0
* CTC ACADEMY	24	24	0	24 (19)
* CAMP DODGE				
TRADOC (496)				
* TASS	415	415	415	0
* BCBST	57	57	57	0
* O/C ACAD (FT LVN)	5	5	5	0
* B2STP (FT KNOX)	19	26	0	26 (20)
USARC (1147)				
* 3A DOWNTRACE	212	212	171	41 (33)
* SRAA	33	0	0	0
* FTS	902	549	120	429 (343)

(PROJ\*- Average ODP and EDTM fills (80%))





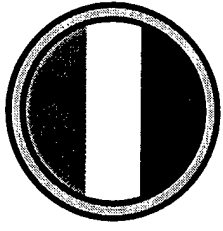
# AC Personnel Auth/Titling

## Hybrid Alternative (2)

	<u>CURRENT</u> <u>AUTH</u>	<u>PROP</u> <u>AUTH</u>	<u>PROP</u> <u>TITLED</u>	<u>PROP</u> <u>NT(PROJ*)</u>
ARNG (102)	52	52	0	52 (42)
* NGB/MDW	50	50	0	50 (40)
* IG				
USARPAC (99)				
* RTD	42	42	42	0
* RG	53	53	0	53 (42)
* SRAAG	4	4	0	4 (3)
USASOC (38)				
* CAPOC	20	20	0	20 (16)
* NG FTS	18	18	0	18 (14)
7TH ARCOM (12)	12	12	0	12 (10)
<b>SUBTOTAL</b>	<b>2464</b>	<b>6223</b>	<b>5000</b>	<b>1223 (978)</b>
<b>HYBRID "BANK"</b>	<b>+5333</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTALS</b>	<b>7797</b>	<b>6223</b>	<b>5000</b>	<b>1223 (978)</b>

NOTE: AC/ARNG DIV PLACEHOLDER; 500 SPACES; ADDITIVE TO TOTALS





# **Actions**

- 1. Do Hybrid now**
  - FORSCOM organizes AC structure effective 1 October 97**
  - RC determine appropriate DR; AGR support**
- 2. Establish integrated organization as endstate**
  - FORSCOM establish PAT for review and analysis**
  - Make endstate effective 1 October 99**





**Support to Organizational Training (SOT)  
Functional Area Assessment (FAA)  
Training Support 'Lane'**

**Briefing to:**

**VCSA**





# **Support to Organizational Training FAA**

## **AGENDA**

- **Mission & definition** 3-4
- **Resource snapshot** 5-6
- **Executive Summary** 7-8
- **Policy Issues** 9-10
- **Acquisition Process Issues** 11-18
- **General Support Issues** 19-22
- **Direct Support Issues** 23-28  
(installation-level)
- **Feedback Issues** 29-30
- **Summary** 31-32





## **Support to Organizational Training FAA**

### **MISSION:**

- Conduct a zone reconnaissance to identify concepts for further detailed study
- Identify potential space efficiencies for FY 00-05+ POM

### **END STATE:**

- Force XXI soldiers, leaders, and units prepared to deploy, fight, and win in combat at any intensity level, anywhere, anytime

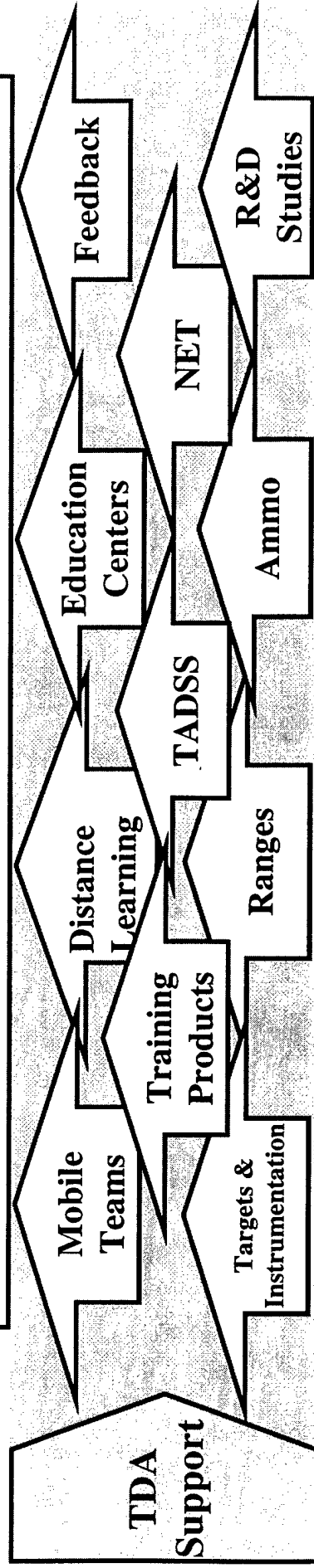




## Support to Organizational Training FAA

### Training Support Lane Definition

#### Soldier, Leader, & Collective TOE Training:



#### 'SUPPORT TO ORGANIZATIONAL TRAINING':

Providing the resources (ranges, aids, devices, simulators, materials, people, Visual Information (VI), multimedia products/services, etc.) from TDA organizations to unit commanders to conduct effective and efficient AC and RC unit training.

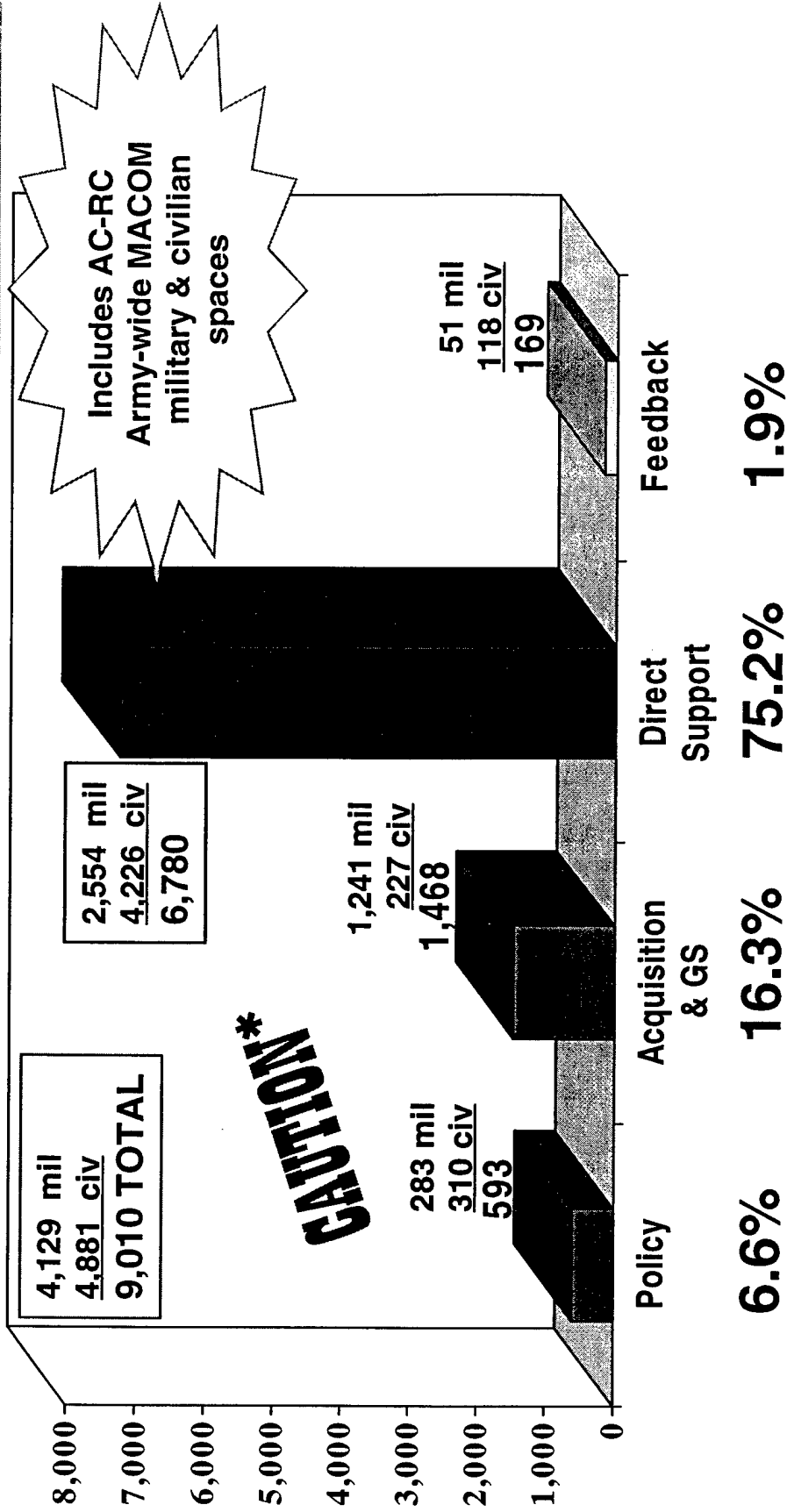
**NOTE:** Does not include CTC (CTC PAT) or TOE-to-TOE support.





## Support to Organizational Training FAA

### Army-Wide SOT Training Support Lane Total TDA Spaces\*



• 75+% of total spaces are at installation level

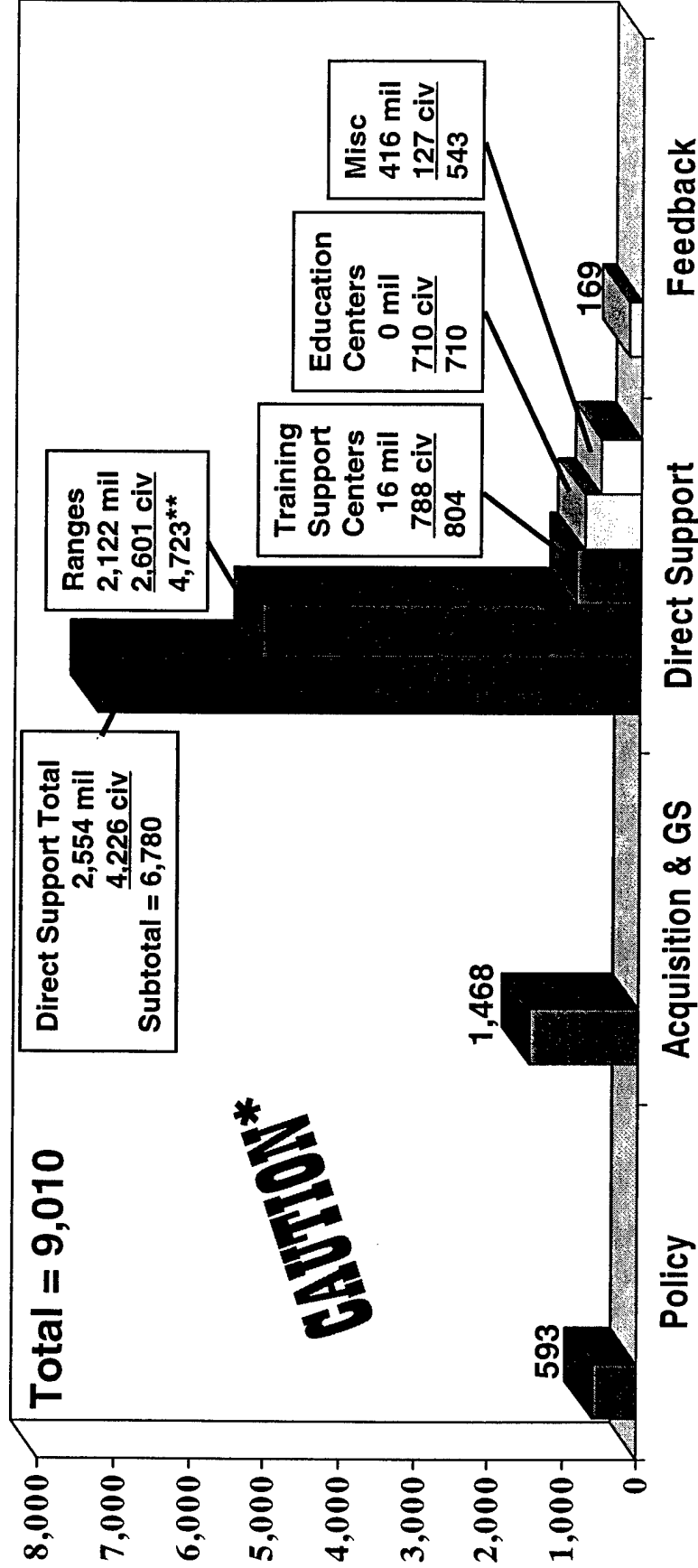
\*SOURCE: FORSCOM SOT FAA datacall based on 96-02 TDA





# Support to Organizational Training FAA

## Army-wide “Direct Support” Breakout



- Range support is the largest single piece (52+% of Total spaces)

\* Rough Order of Magnitude data

\*\* Includes CTC ranges





## **Support to Organizational Training FAA**

### **Overall Findings:**

#### **SOT:**

- **Is not User-friendly**
- **Is fragmented and stovepiped**
- **Has duplicative support organizations**
- **Has limited feedback**





## Issue Summary

### CATEGORY

### ISSUES

#### 1. Policy:

- Multiple DA-level training regs & pams
- Multiple GOSC
- Multiple publications guide Commander

#### 2. Acquisition:

- "Too much training support stuff"
- System TADSS \$\$ diverted in acquisition process
- New Equipment Training (NET) is resource intensive
- Multiple, unsynchronized acquisition processes

#### 3. General Support:

- Multiple warehousing systems
- Multiple materiel management information systems

#### 4. Direct Support:

- Education Center opportunity
- Multiple support organizations
- Resource-intensive ranges

#### 5. Feedback:

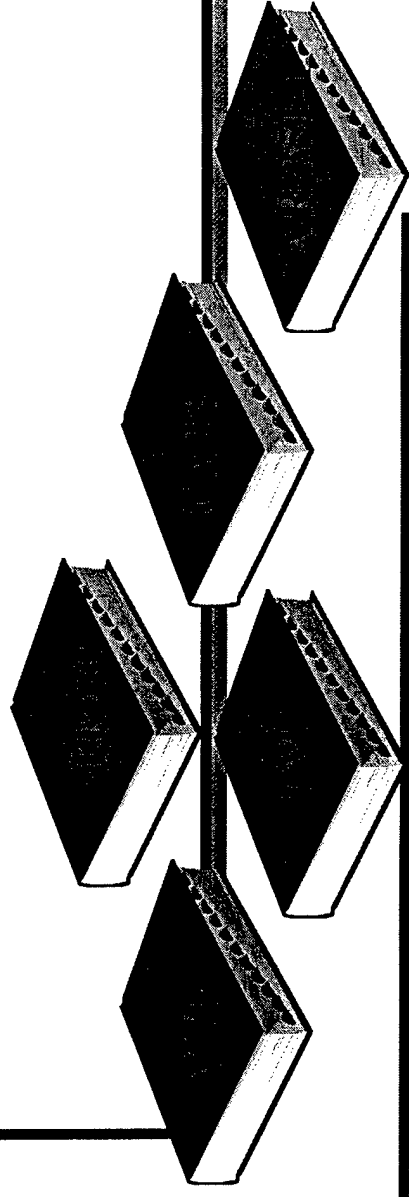
- Limited feedback process



## Support to Organizational Training FAA

### Policy Issues:

- Multiple training GOSC
- At least 28 DA-level training regs & pams
- Multiple publications guide Commanders



**Bottomline: Policy & guidance are not user friendly**



# Support to Organizational Training FAA

## Recommendations

### CONCEPTS

- One Training GOSC
- One training & training support regulation
- One 'guide' for Commander  
(e.g. digital MTP + CATS + STRAC + FM)

### IMPACT

- \* Better management  
ACTION: DCSOPS
- \* User friendly  
ACTION: DCSOPS
- \* Helps Commander  
ACTION: DCSOPS/TRADOC

**GOOD NEWS:**  
**DCSOPS & TRADOC**  
have started  
fixing these!





## Support to Organizational Training FAA

### Acquisition Issues (includes requirements)

- ✓ “Too much training support stuff,” worsened by:
- Training Development (TD) shortfall
  - Lack of Unit Training Management training
  - Systems TADSS \$\$ diverted in acquisition process
  - New Equipment Training (NET) is resource intensive
  - Multiple, unsynchronized acquisition processes

TRADOC TD manpower down  
76% since 1987





## Support to Organizational Training FAA

### Recommendations

#### CONCEPTS

- Scrub existing training material by MOS and unit type or slice
- Single GOSC and acquisition process
- Invest in Training Development account
- Recapture Unit Training Management training (underway as part of TRADOC Common Core)

#### IMPACT

- \* Reduce inventory  
ACTION: TRADOC
- \* Aligns TADSS, ranges, etc.  
\* Better requirements management  
ACTION: DCSOPS
- \* ASA(M&RA)/DCSOPS fixing
- \* Units know how to use system  
ACTION: DCSOPS/TRADOC

**GOOD NEWS:**  
Scrub underway!  
ASA(M&RA) & DCSOPS  
helping fix TD  
manpower





## Acquisition Issues

- “Too much training support stuff”
- ✓ Systems TADSS \$\$ diverted in acquisition process
- New Equipment Training (NET) is resource intensive
- Multiple, unsynchronized acquisition processes





## Recommendations

CONCEPTS	IMPACT
<ul style="list-style-type: none"> <li>• Include System TADSS within proposed Training GOSC oversight</li> <li>• List system training \$\$ as a separate line in PM budget</li> <li>• Require PEO &amp; PM to notify proponent if training funds are diverted</li> <li>• Develop Army-wide simulation/simulator strategy</li> </ul>	<ul style="list-style-type: none"> <li>* Integrates &amp; aligns System &amp; Nonsystems TADSS ACTION: SARDA &amp; DCSOPS</li> <li>* Visibility for new Systems' training 'tail' ACTION: SARDA/AMC</li> <li>* Enables proponents to adapt with new training strategies ACTION: SARDA/AMC/TRADOC</li> <li>* Ensures compatibility among TADSS, instrumentation, etc.</li> <li>* Reduces costs ACTION: DCSOPS/TRADOC/ AMC</li> </ul>





## **Support to Organizational Training FAA**

### **Acquisition Issues:**

- "Too much training support stuff"
- Systems TADSS \$\$ diverted in acquisition process
- ✓ New Equipment Training (NET) is resource intensive
  - Post-NET sustainment gap
- Multiple, unsynchronized acquisition processes





## Recommendation & Alternatives

### CONCEPTS

### IMPACT

- Require self-paced, stay-behind NET packages
  - \* Fills NET 'gap'
  - ACTION: SARDA & DCSOPS/ AMC
- New:
  - Maximize technology-based NET (e.g. Distance Learning, Embedded, Computer Based Training (CBT), etc.)
  - \* Lowers delivery costs
  - \* Standardizes training
  - \* Fills NET 'gap'
  - ACTION: SARDA & DCSOPS/AMC
- OTB:
  - Increase outsource of NET to max
  - \* Saves up to 291+ spaces
  - \* Requires investing \$14.5-29.1+M

ACTION: SARDA/DCSOPS/AMC

### Army-wide NET resources:

- AMC (129mil/162civ) 291
- TRADOC 279 (zeroed in '98)
- TOTAL TDA 670
- Contractors 500 (est)
- MACOM 425 (est Borrowed Military Manpower)

+\$150M

Note: Rough Order of Magnitude data





## Support to Organizational Training FAA

### Acquisition Issues

- “Too much training support stuff”
  - Systems TADSS \$\$ diverted in acquisition process
  - New Equipment Training (NET) is resource intensive
- ✓ **Multiple, unsynchronized acquisition processes  
(Ranges, Systems TADSS, Nonsystems TADSS, etc.)**

**Improved requirements  
are our best  
long-term fix**





# Support to Organizational Training FAA



## CONCEPT

- One process for all major training materiel items IAW “Black Book”

## IMPACT

- \* Integrates & aligns requirements acquisition, and management
- \* Ensures Warfighting focus
- \* Supports Power Projection Army (deployable support)

**ACTION: DCSOPS & SARDA/ MACOM**

## GOALS:

- Combat Ready Units
- TRADOC develops what units need
- Support fits within unit resources
- Training “goes to war”





## **General Support Issues**

- ✓ **Multiple warehousing facilities**
  - Visual Information (VI), TADSS, GTA, TSP, TATSC, ADTLP, etc.
  - Multiple Army Correspondence Course Programs (ACCP) (AMEDC&S, AWC, JAG, ALMC, etc.)
- **Multiple training materiel management information systems**





## Recommendations & Alternatives

### CONCEPTS

- Consolidate all Army-level training materiel warehousing management

- Consolidate VI under DCSOPS from DISC4

- Consolidate ACCP operations under ATSC

- Minimize warehouse functions by:

- improved management process
- maximizing pinpoint distribution
- maximizing electronic distribution

- OTB: Contract out/divest warehouse functions

### IMPACT

- \* Saves overhead spaces (TBD)  
ACTION: DCSOPS & DISC4/TRADOC
- \* Need warehousing review

- \* Simplifies C2

- \* Saves 23 spaces

- \* Consolidate ACCP budgets at ATSC  
ACTION: DCSOPS/ OTSG/TJAG  
TRADOC/ALMAC/AWC

- \* Reduces warehousing costs  
ACTION: DCSOPS & DISC4/TRADOC

- \* Savings TBD  
ACTION: DCSOPS & DISC4/TRADOC

Note: Rough Order of Magnitude data





## General Support Issues

- Multiple warehousing systems  
(replication, storage, & distribution)
- ✓ Multiple training materiel management information systems





# Support to Organizational Training FAA

## Recommendations

### CONCEPT

- Integrate all training materiel management information systems into one inventory, ordering, and utilization "objective" system (Training and Visual Information Support System Plus (TRAVISS +))

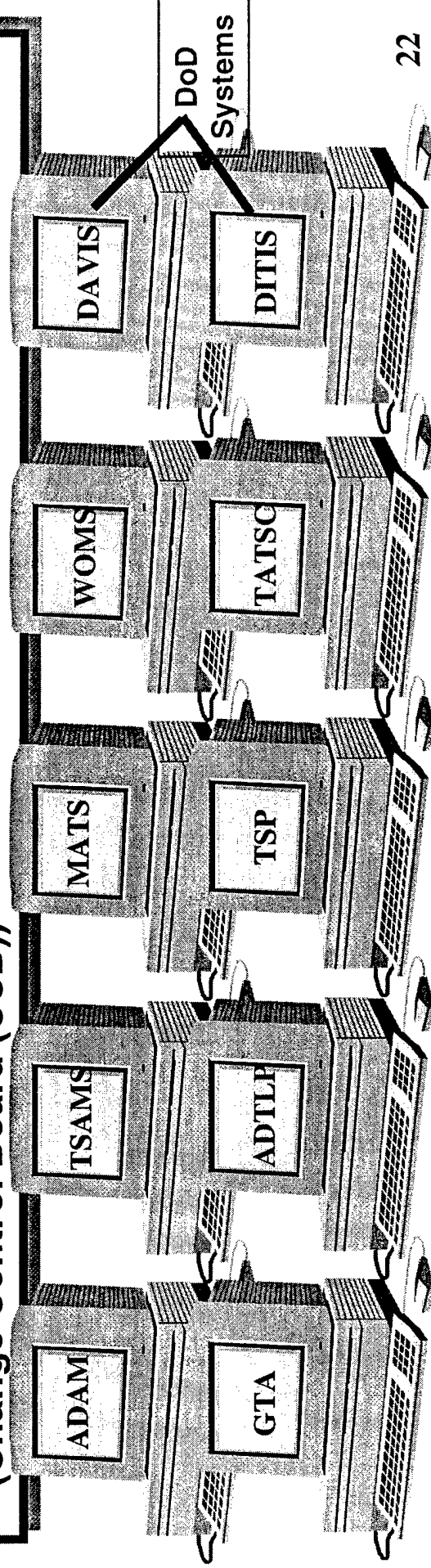
### IMPACT

- \* Invest \$15M (over POM)
- \* Cost Avoidance up to \$206M (over POM)
- \* User friendly

**ACTION: DISC4 & DCSOPS (TRAVISS +))**

- MACOM must have 'voice' in system (Change Control Board (CCB))

- \* Identifies all requirements





## Support to Organizational Training FAA

### Direct Support Issues

75+% of total  
TDA spaces under  
Direct Support

#### ✓ Education Center opportunity

- Multiple support organizations
- Resource-intensive range support costs

34% (\$32.2M) of  
Education Center \$94.7M  
budget  
is in personnel overhead





## Recommendation & Alternatives

### CONCEPTS

### IMPACTS

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Integrate Education Centers, Learning Centers, &amp; Distance Learning mission</li> <li>- Consolidate mission to DCSPER or DCSOPS? (Education Workgroup initiative)</li> <li>- Move Distance Learning Centers under Director, Plans, Training, and Mobilization (DPTM)?</li> <li>- Review personnel training needs</li> <li>- Conduct Manpower Survey to determine requirements</li> <li>- Automate Tuition Assistance (TA)</li> <li>• OTB: Outsource Education functions (ASA(M&amp;RA) Initiative)</li> </ul> | <ul style="list-style-type: none"> <li>* Support new DL mission with existing infrastructure</li> <li>* Emphasis on education for training support</li> <li>* Aligns installation needs &amp; resources</li> <li>* Invest \$1.35M in new technology training</li> <li>* Optimizes support costs</li> <li>* Testbeds underway</li> <li>* Saves up to 710 spaces</li> <li>* Invest up to \$32.2M</li> <li>* Option: Plus-up Tuition Assistance by any savings</li> </ul> |
|  | <p><b>ACTION: DCSPER &amp; DCSOPS</b></p> <p><b>ACTION: DCSPER &amp; DCSOPS</b></p>  |





## Support to Organizational Training FAA

### Direct Support Issues

- Education Center opportunity
- ✓ **Multiple support organizations**
- Resource intensive range support costs





# Support to Organizational Training FAA

## Recommendations

CONCEPTS	IMPACT
<ul style="list-style-type: none"> <li>• Create an installation Training Resource Management (TRM) process (within FM 25-100/101 planning process)</li> </ul>	<ul style="list-style-type: none"> <li>* Cross-levels needs &amp; resources ACTION: DCSOPS/TRADOC/ACSIM</li> </ul>
<ul style="list-style-type: none"> <li>• Consolidate all installation-level support management: Training Support Centers (TSC), Simulation Centers, Ranges, Libraries (ed, pubs, VI), Education Centers-Distance Learning Centers, Visual Information (VI), &amp; Fabrication shops</li> </ul>	<ul style="list-style-type: none"> <li>* Unity of Command</li> <li>* Eliminates duplication ACTION: ACSIM/DISC4/DCSOPS</li> </ul>
<ul style="list-style-type: none"> <li>• Regionalize, Outsource, &amp; Consolidate (ROC) within DA-level ROC Plan:               <ul style="list-style-type: none"> <li>- VI operations</li> <li>- Fabrication</li> <li>- Training Support Centers (TSC)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>* Saves spaces (TBD)</li> <li>* Eliminates duplication ACTION: DISC4 &amp; DCSOPS/MACOM</li> <li>* Saves spaces (TBD)</li> <li>* Saves spaces (TBD)</li> <li>* Saves up to 788+ civilian spaces (TBD)</li> <li>* Invest \$45-90+M (TBD)</li> </ul>

Note: Rough Order of Magnitude data



## Direct Support Issues

- Education Center opportunity
- Multiple support organizations
- ✓ Resource-intensive range support costs

Ranges are 52+% of  
total SOT TDA spaces





# Support to Organizational Training FAA

## Recommendation & Alternatives

### CONCEPTS

- DCSOPS task TRADOC (TRAC) to study range, targets, & instrumentation policy, requirements, acquisition, operations, and support

- New: Centrally manage ranges, targets, and instrumentation requirements within Combined Arms Training Strategies (CATS) & Life Cycle Management Model

- OTB: Civilianize or outsource operation of range facilities

### IMPACTS

- \* Develop accurate options
  - \* Invest \$4.6M to do study
    - \$2.6M & 9 mo. current opns
    - \$2.0M & 24 mo. Force XXI rqmts
- (TRAC estimate per Mr. Spiegel tasker)  
ACTION: DCSOPS/TRADOC

- \* Reduce Life Cycle costs
  - \* Align range, target, & instrumentation requirements
- ACTION: DCSOPS/ACSIM/TRADOC  
COE/ACALA/AMC/Safety Cmd

- \* Saves up to 2,122 military spaces (TBD)
  - \* Up to 2,601 civilian spaces (TBD)
  - \* 4,723 Total
  - \* Invest \$236-472M (TBD)
- ACTION: DCSOPS/ACSIM/TRADOC  
COE/ACALA/AMC/Safety Cmd

Note: Rough Order of Magnitude data





## Support to Organizational Training FAA

### Feedback Issues

- Information stored in multiple 'libraries'
- Limited training support feedback process





# Support to Organizational Training FAA

## Recommendation

### CONCEPTS

- One system under Center for Army Lessons Learned (CALL) for all feedback & Lessons Learned
- Conduct Manpower Survey among 'libraries' (e.g. ARI, AAA, IG, Safety Cmd, etc.)
- Re-establish proponent evaluation capability

### IMPACT

- \* User friendly
  - \* Invest \$760k/year to digitize
- ACTION: TRADOC/DISC4/MACOM

- \* Reduce spaces (TBD)

- \* Forges unit-proponent link
  - \* Improves requirements
  - \* Invest up to 80 spaces or contract \$4-6M
- ACTION: DCSOPS/TRADOC

### GOOD NEWS:

Feedback leverages the approximately \$10B training system for greater efficiency

- Center for Army Lessons Learned is already developing a solution 110,000 hits a week!

- CALL is DoD's Information Technology Test Bed





# Support to Organizational Training FAA

## Conclusions

### What we said at the beginning:

- Not User-friendly
- Fragmented and stovepiped
- Multiple support organizations
- Limited feedback



### GOALS:

- Combat-Ready Units
- TRADOC develops what units need
- Support fits within unit's resources
- Training "goes to war"

### Potential Savings:

Return a BDE(-)  
to the Force!!!



# Support to Organizational Training FAA

## RECOMMENDED CONCEPTS

### 1. POLICY

- One Training GOSC
- One DA-level training & training support reg
- One Unit Commander digital 'guide'

### 2. ACQUISITION

- One acquisition & requirements process
- System TADSS \$\$ line item visibility with Training GOSC
- Technology-based New Equipment Training (NET)

### 3. GENERAL SUPPORT

- One training warehouse management system
  - One ACCP system
- One training product inventory software system

### 4. DIRECT SUPPORT

- Regionalize-Outsource-Consolidate Army-wide video, film, graphics, fabrication, TSC support
- Integrate Education Centers with Distance Learning
- Study range policy, acquisition process, operation & support

### 5. FEEDBACK

- One Lessons Learned & feedback electronic 'library' at CALL
- Re-establish proponent evaluation teams

### TOTAL

MIL	CIV	INVEST (POM 00-05+)
Up to 129+	Up to 162	Up to 29.1M
	TBD	qualitative
	23	qualitative
	cost avoid	qualitative
		\$15.0M
		\$206.0M
	Up to 788+	Up to 78.8+M
		\$1.35M
		4.6M
Up to 2,122	Up to 2,601	Up to 472.3+M
	TBD	\$1.00M
	80 spaces	\$4+M
Up to 2,251+	Up to 3,654+	Up to 606.1+M

Note: Rough Order of Magnitude data



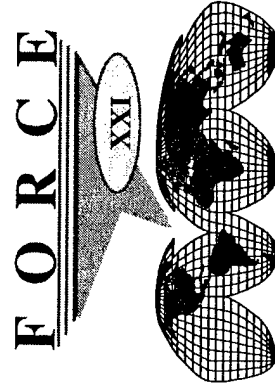


# REDESIGN OF THE INSTITUTIONAL ARMY

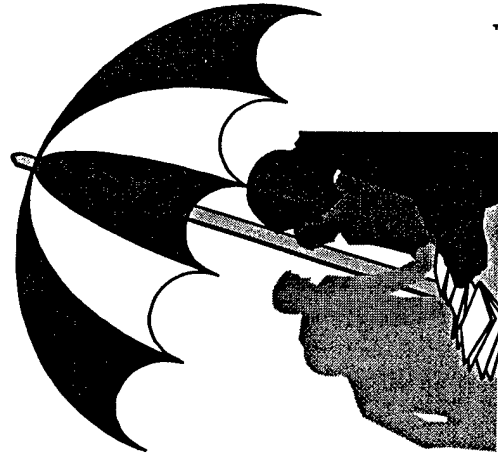
## *Information Briefing Support to Organizational Training (SOT) FAA*

### *Umbrella Assessment*

*6 March 1997*



11/15/96





## Purpose

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- Present the Umbrella assessment of the Army's *Support to Organizational Training* process.
- Proponent FAA to be conducted on:
  - 12 March 1997 (FORSCOM) and
  - 9 April 1997 (TRADOC)



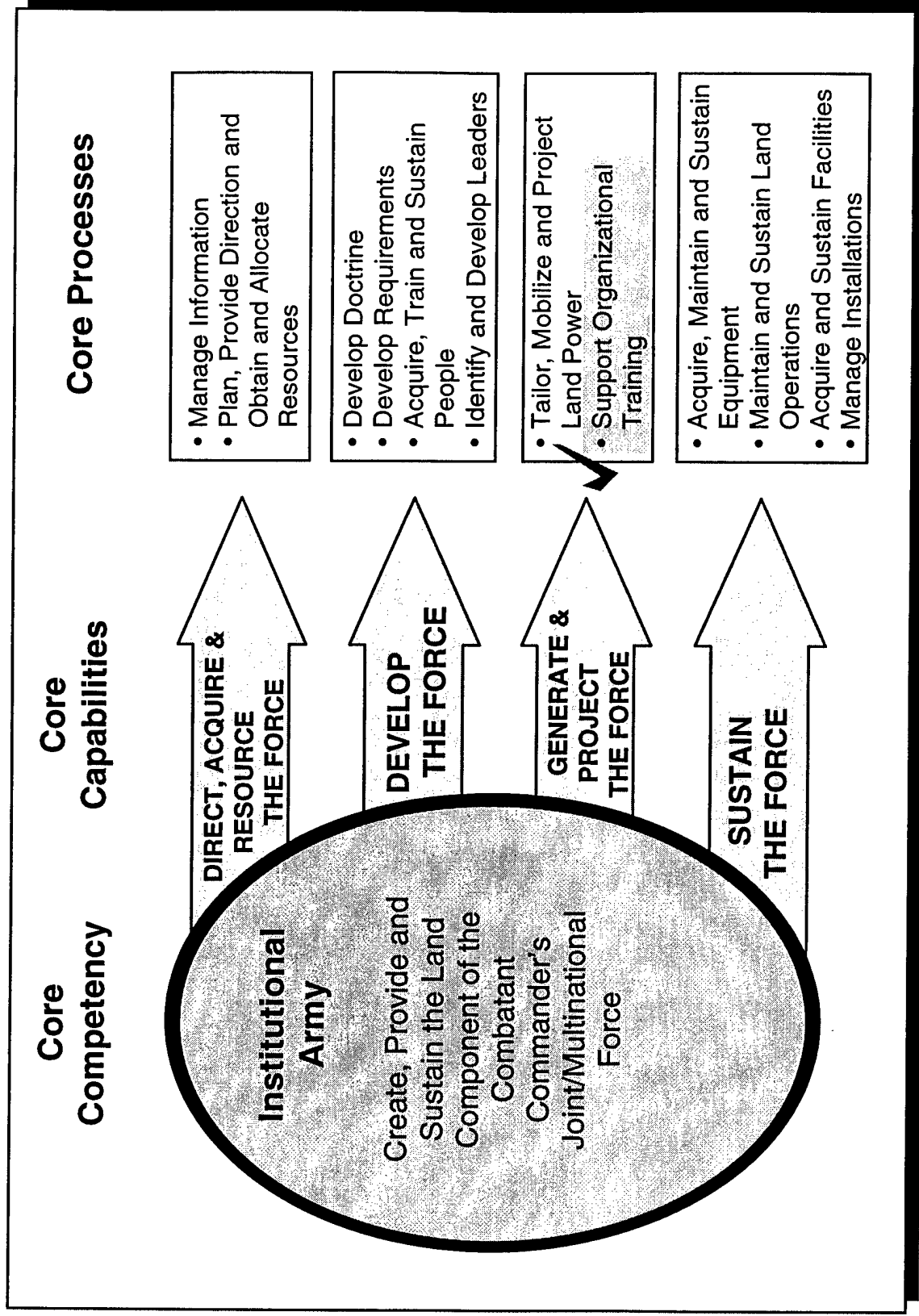
# Approach

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- **Define** the process product, customer and proponent.
- **Assess** the current process in terms of the Army's Institutional 12 Core Processes.
- **Reengineer** the processes as appropriate and deduce an organization redesigned to provide better or more cost effective *Support to Organizational Training*.



# Core Competencies and Processes Institutional Force





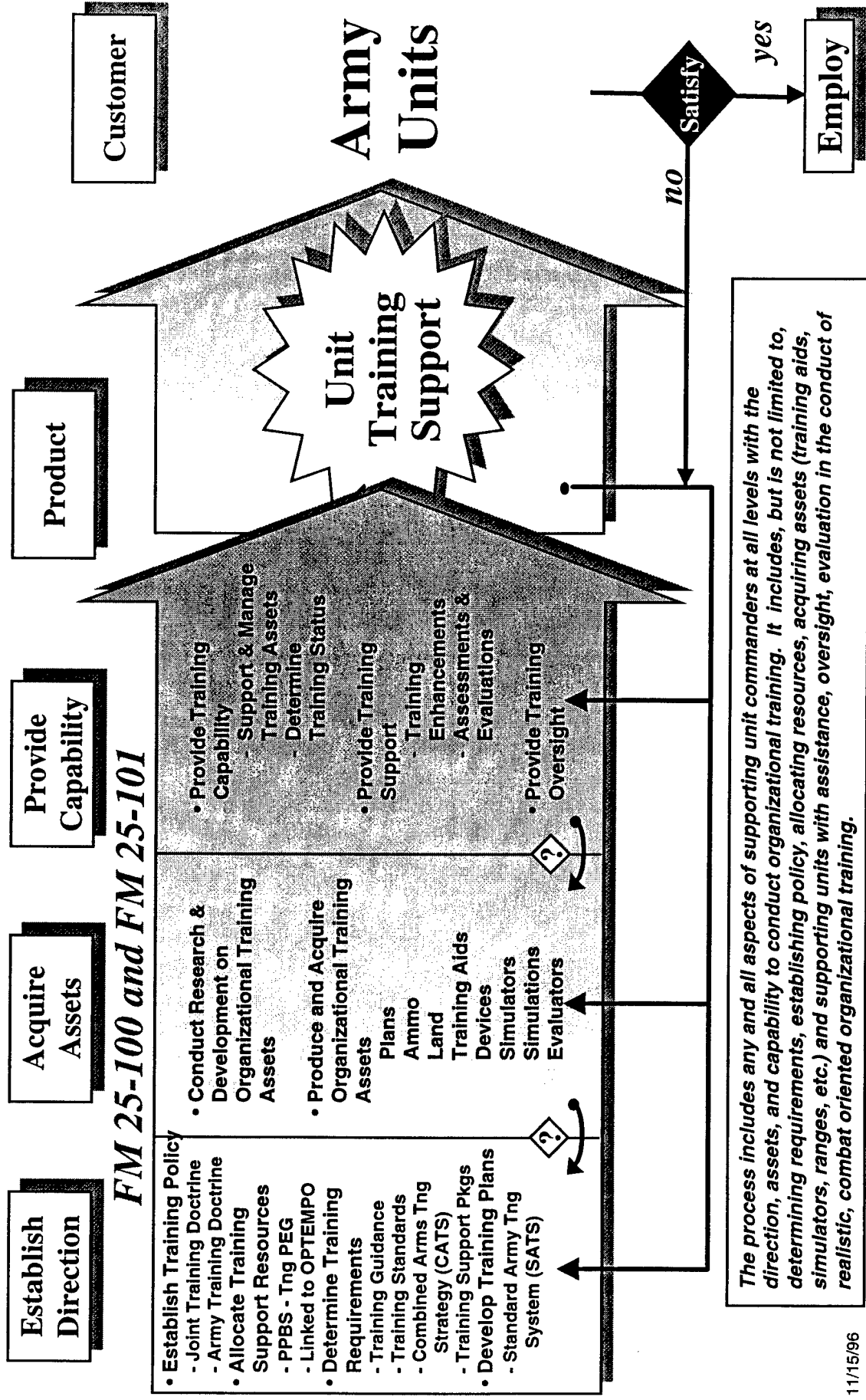
# Process, Product and Customer Defined

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- Process: provide a customer-focused seamless *Support to Organizational Training* system.
- Activities:
  - Training aids, devices, simulators & simulations
  - Training ranges, facilities and land
  - Training ammunition
  - Combat Training Centers
  - Training support units
  - Training evaluations
  - Training feedback
- Product: Unit Training Support
- Customer: **Army Units**

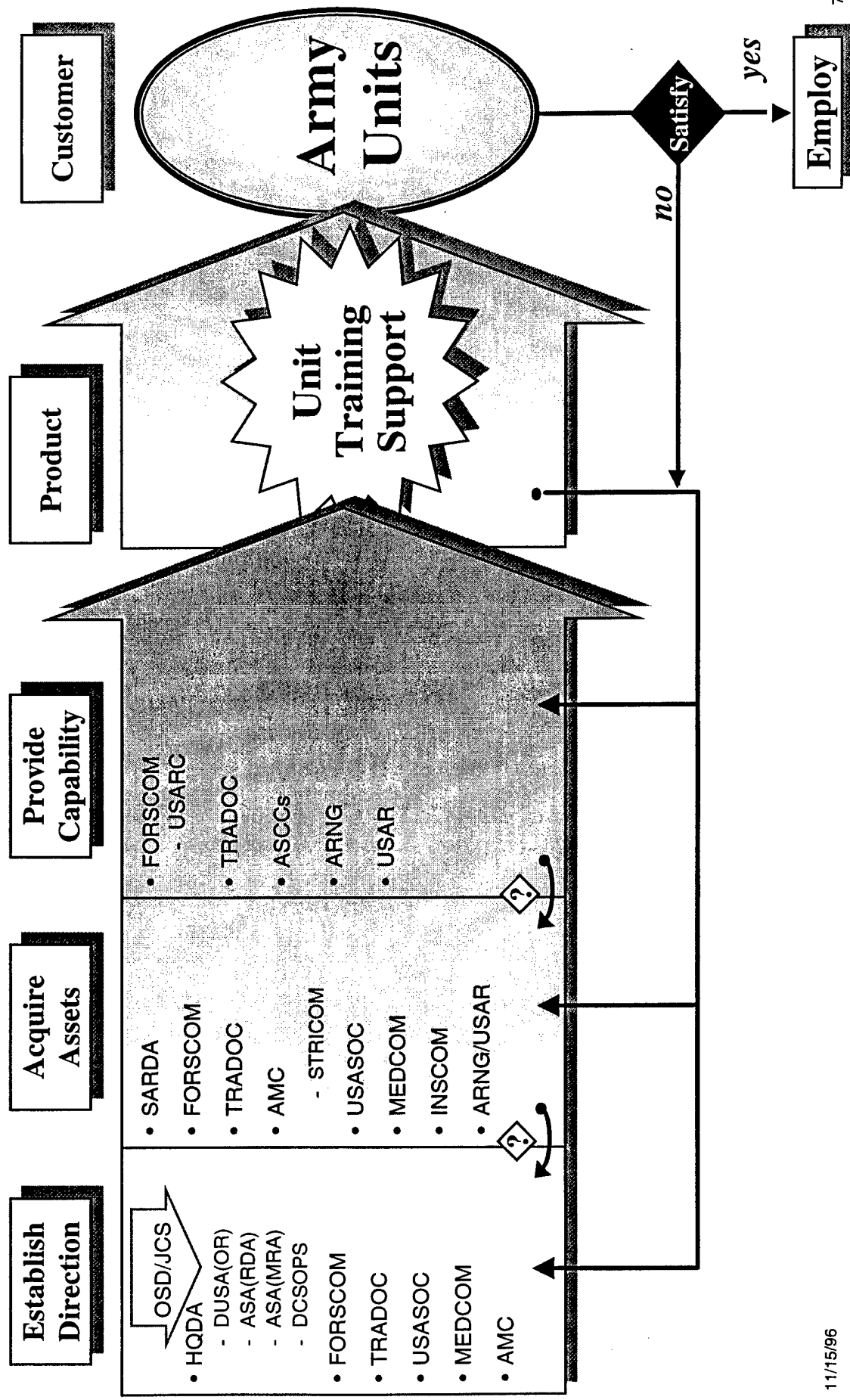


# Support to Organizational Training: The Process



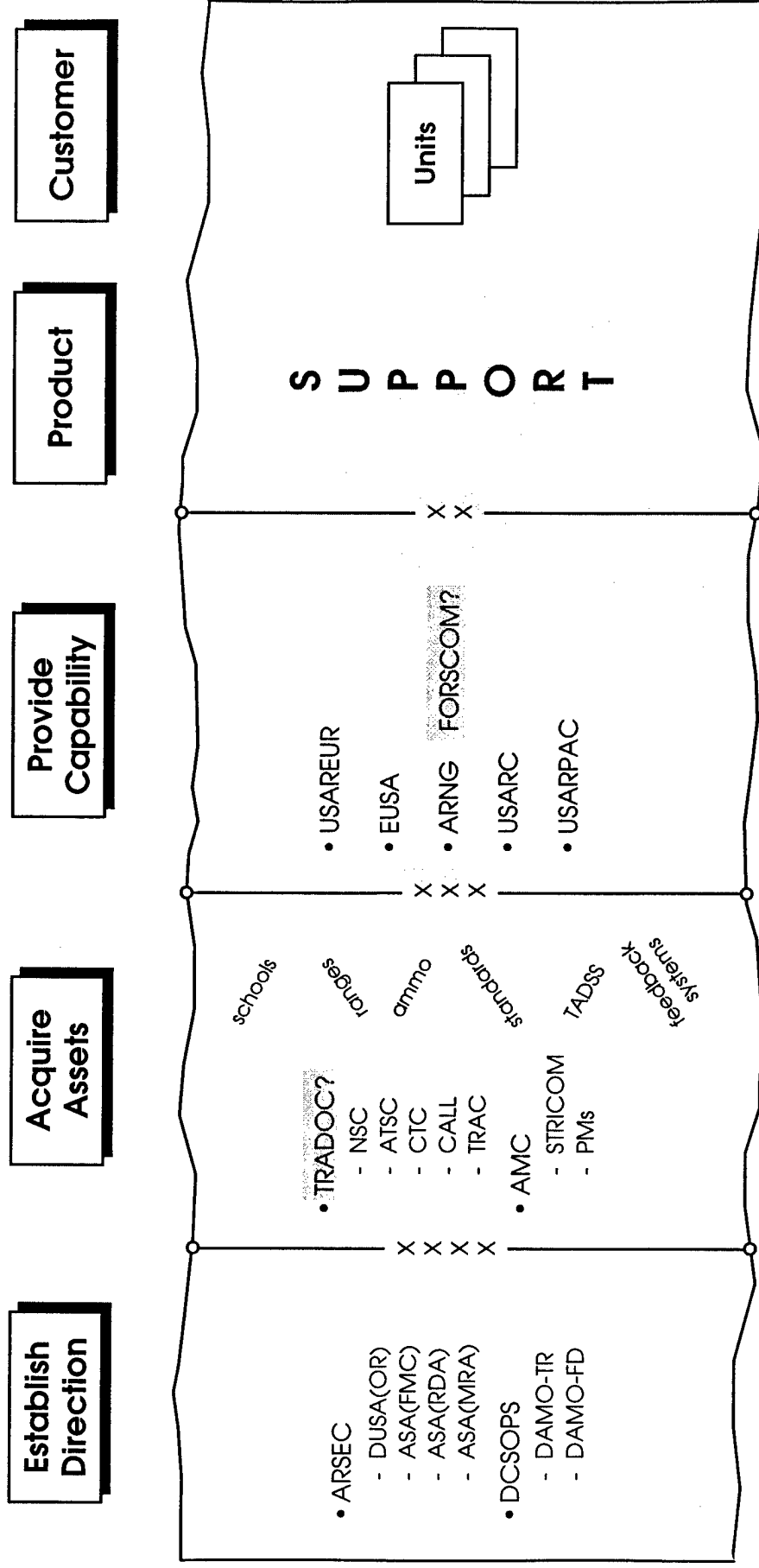


# Support to Organizational Training: The Organizations





# Who is the SOT Proponent?

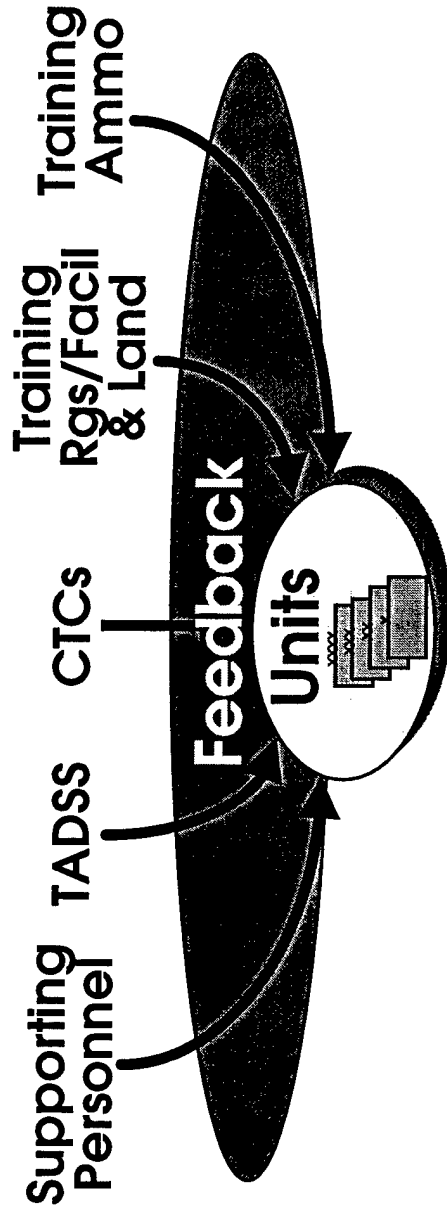


21st Century: Force Package (MTOF) on demand  
Training support before, during, after deployment/redeployment



# Support to Organizational Training Process & Product

The process includes any and all aspects of supporting unit commanders at all levels with the direction, assets, and capability to conduct organizational training.



It includes, but is not limited to, determining requirements, establishing policy, allocating resources, acquiring assets (training aids, simulators, ranges, **etc.**) and supporting units with assistance, oversight, evaluation in the conduct of realistic, combat oriented, organizational training.

## The Product is "Unit Training Support"

*(The commander is responsible for conducting the training; this FAA addresses the process that provides the support necessary for organizational training to take place)*



# SOT proponent FAA briefing topics

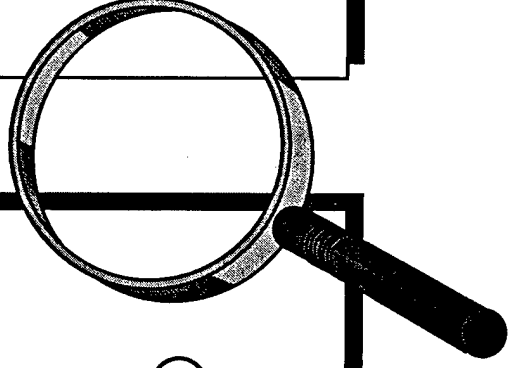
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## FORSCOM

- AC to RC SPT
  - Traditional Support (Spt & Assist Prgms)
  - Title VII (ORE/RTT/RTD)
  - Title XI (AC-RC Spt Prgms)

## TRADOC

- TDA Training Support
  - TADSS
  - Training Ranges
  - Training Ammo
  - Facilities
  - "Education Centers"





# SOT topics not covered in FAA briefing

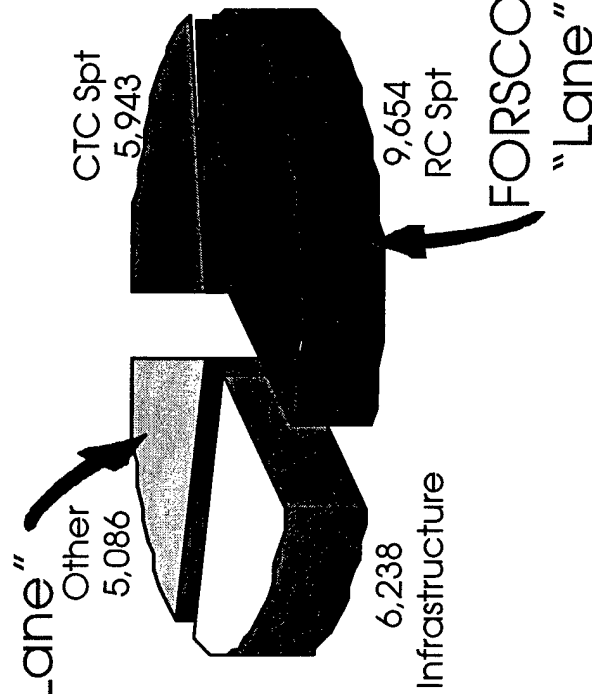
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- Combat Training Centers
  - CSA directed GO PAT
- TOE unit support to training
- OPTEMPO
- Acquisition costs
- Borrowed Military Manpower
- Support for Joint Training
- Active component units, e.g., 2ID
- Support of “response” force packages (MTOF)

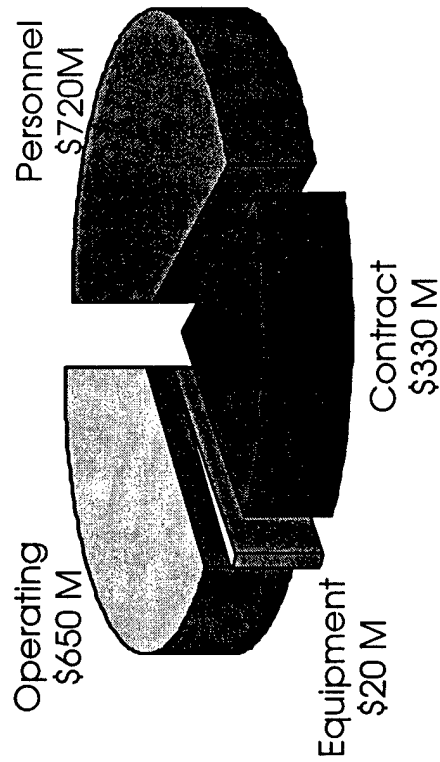


# SOT Process Resources

SOT TDA Spaces  
TRADOC 26,921  
"Lane"



SOT Outlays  
\$1.72 B





# Establishing Direction for SOT Process

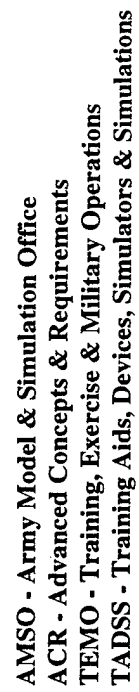
## ***“as is”***

- SOT process is embedded, but not explicit within Training Strategy - lacks focus and direction
- No SOT proponent therefore no strategy or vision for process
- TADSS are often done after the training strategy without requirements documents and with undefined OPTEMPO reductions
- Technology has increased the number of SOT systems, but not the way in which they are provided

## ***“to be”***

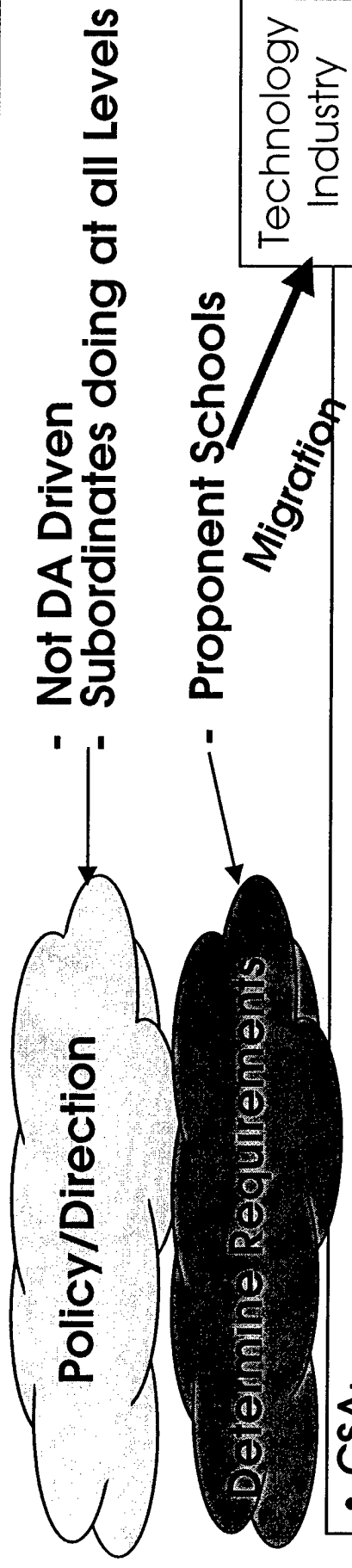
- Establish single SOT process owner responsible for coalescing SOT doctrine/policy, publications, standards, prioritization and resources into a product
- Establish training super GOSC to integrate and prioritize all training and SOT resources (approved by DCSOPS)







# Establish Direction for SOT Process



## • CSA:

- "... TRADOC Commander will approve **all** Army warfighting requirements prior to their submission to ....DA."
- "If a need is identified that has **any** potential warfighting impact or utility,...follow the procedures....to determine...requirements"

## • CDR TRADOC:

- "Achieving the desired future capabilities involves modifying .....DTLOMS structure."
- "These **modifications** are what we call "requirements."
- "As but one of several examples, non-system ....TADSS, are generated outside TRADOC and passed directly to DA without TRADOC knowledge."

**Why?    NO SUPPORT STRATEGY**



# Acquire Assets for the SOT Process

## ***“as is”***

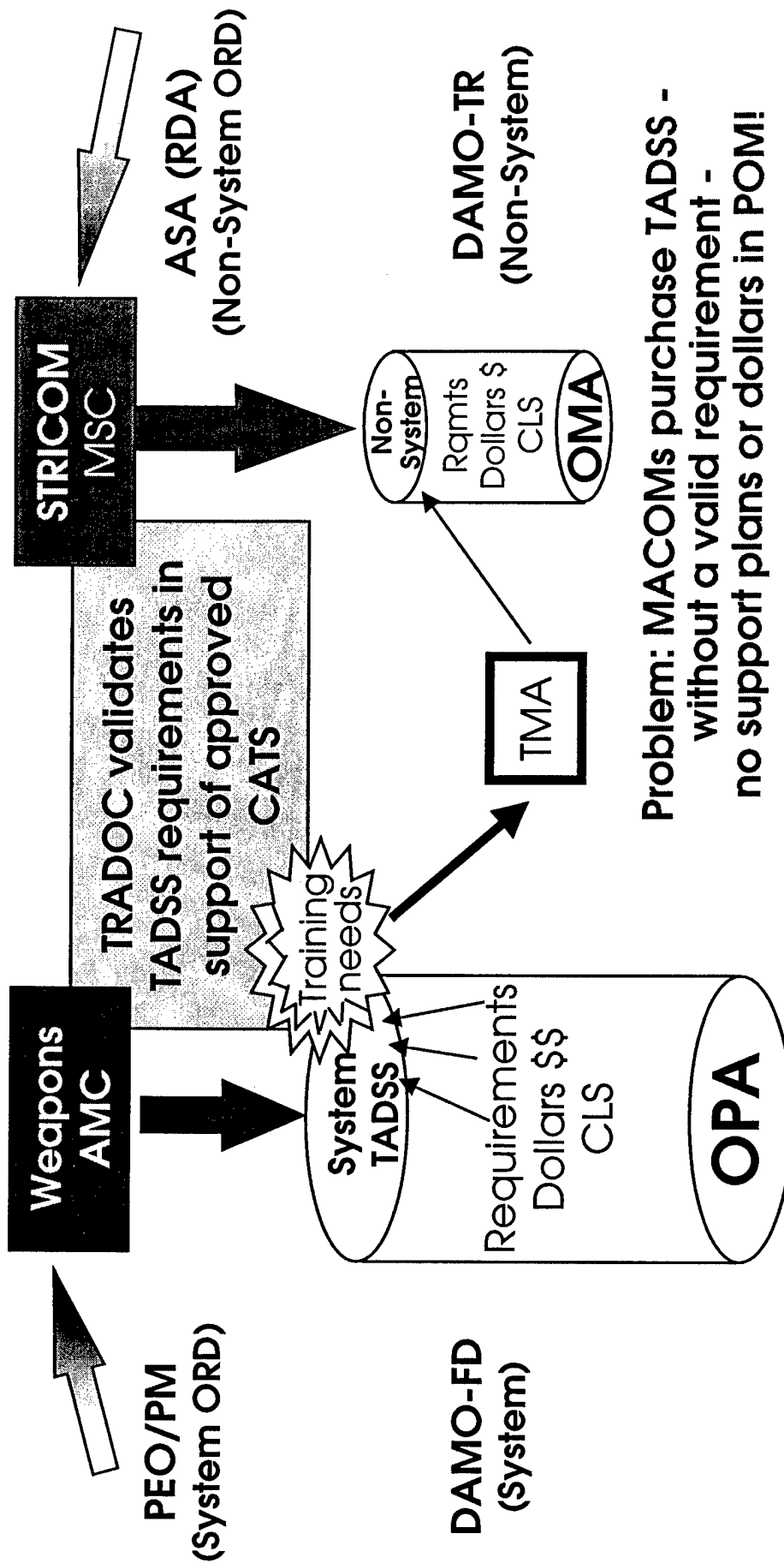
- SOT requirements are uncoordinated
  - System requirements for training support are often squeezed out of the procurement
  - Then system and non-system requirements often compete for much smaller resource pot
- TADSS perceived as a billpayer for unplanned Contracted Logistical Support (CLS)
- Little integration between system and non-system requirements @ HQDA
- ATSC provides “oversight” of schools proponentry for system TADSS

## ***“to be”***

- Consolidate SOT acquisition (less systems procurement) at STRICOM
- Regionalize/realign TSCs Army-wide
  - Regionalize: TADSS Production/Visual Information (VI) Multimedia
  - Divest: GTA/VI Equip/VI Products/Graphics
  - Outsource: Photo (wet)
  - Consider using March AFB as JVIC pinpoint VI distribution



# Acquiring System/Non-System TADSS



Problem: MACOMs purchase TADSS -  
without a valid requirement -  
no support plans or dollars in POM!

"...our review of the 33 projects contained  
in the divisions 5-year development plan  
for FY 90 showed that 6 approved  
projects did not fill a valid resource  
shortfall."

**CONVOLUTED  
SYSTEM**  
(With little integration)



# Provide Capability from SOT Process

## ***“as is”***

- AC Spt for Tng RC units consists of different programs implemented at different times - inefficient and redundant
- Each MACOM has its own TSC
- Each MACOM has its own ED centers
- VI has not leveraged technology
- SOT has not been focused:
  - Installations/MACOMs/DCSOPS
- Feedback for SOT not integrated
  - SATS
  - CALL
  - FXXIDb
  - CTCs
  - TEMO

## ***“to be”***

- Restructure AC Spt to RC
  - Reducing redundant C2
  - Integrate AC/RC throughout unit
  - Focus on effectiveness, then simplicity and efficiency
- Convert Ed Centers to Distance Learning Ctrs or Outsource/Privateize
- Establish single SOT process owner



# AC-RC Support to Organizational Training

---

## ***“as is”***

- A “congressional patchwork” without a synchronization concept
- Organizational construct lacks simplicity, efficiency and effectiveness
- An “alphabet soup” of AC/RC relationships
- Redundancies in headquarters
- Lack of unity of command
- MOE is spaces = law

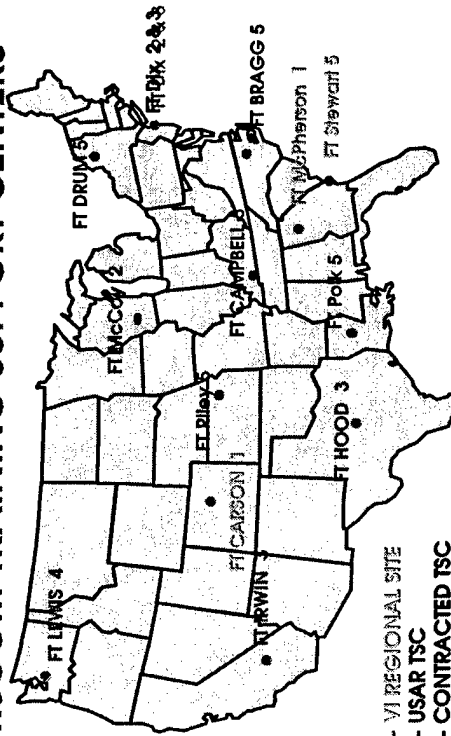
## ***“to be”***

- AC/RC organization that is integrated top-to-bottom
- Organized to maximize training/management role
- Capitalize on tricomponent training experiences
- One stop shopping for RC people to support unit training
- Increase ability to task organize
- MOE is efficiency & effectiveness



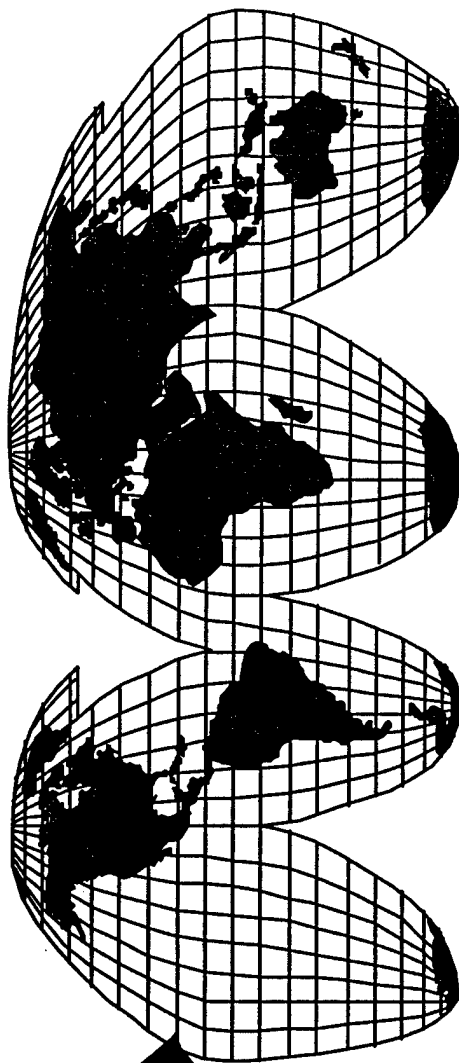
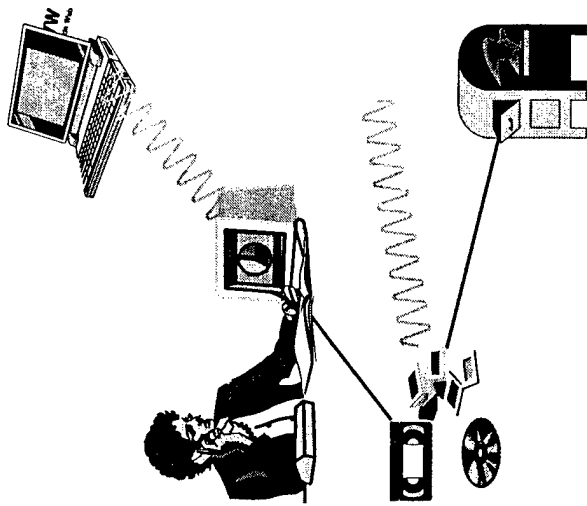
# Regionalize TSCs Army-wide

## FORSCOM TRAINING SUPPORT CENTERS



- 1 - VI REGIONAL SITE
- 2 - USAR TSC
- 3 - CONTRACTED TSC
- 4 - DEVICE FABRICATION
- 5 - Scaled down TSCs

- TSC CUSTOMER ACCESS
  - LOCAL AREA NET
  - COUNTER
  - DIAL-UP
  - TELEPHONE
- TSC CUSTOMER SUPPORT
  - ON-LINE
  - TELEPHONE
  - IN-PERSON
  - MAIL / UPS / FED-EX



Apply FORSCOM  
concept Army-wide



# Establish Regionalized EMICs Army-wide

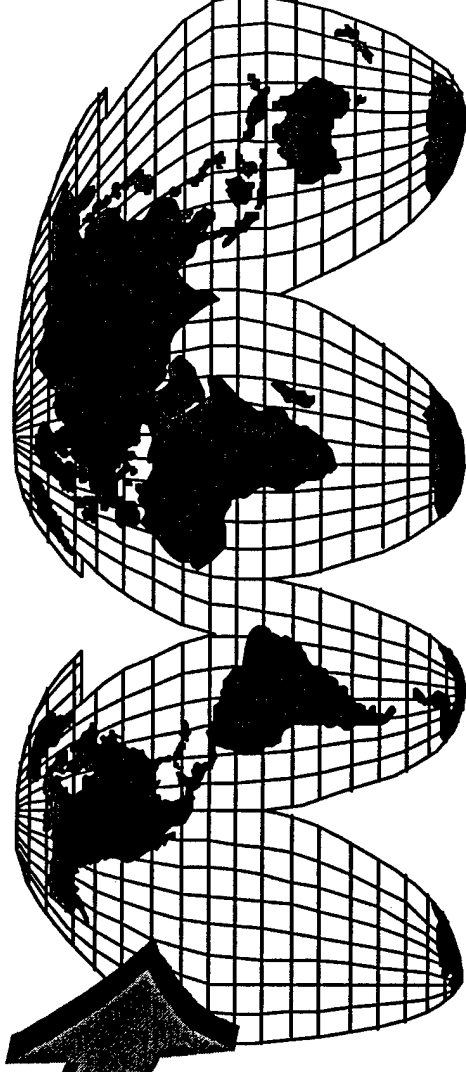
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Expand TRADOC (Ft Eustis) EMIC concept Army-wide

- Before EMIC 100 people in TASC
- With EMIC 40 people in TASC
  - Cost ~ \$350K for initial equipment
  - Savings ~ \$120K per year (60 people @ \$20K)

***per site per year!***

Apply TRADOC  
concept Army-wide





# SOT Feedback Systems

---

## **Do not:**

- Transfer data among themselves
- Display data in a standardized format
- Store data in a standard manner

## **This results in:**

- Data can not be shared within the TEMO, ACR, and RDA domains
- Data input to Army Training Digital Library (ATDL) is done manually, if at all

- "The field expressed concern over the number of points of contacts for automation issues."
- "There are still too many points of contact to deal with on automation issues at DCST (TDAD, ATSC, and TASS are a few examples)."



# SOT & Ammunition Management Systems

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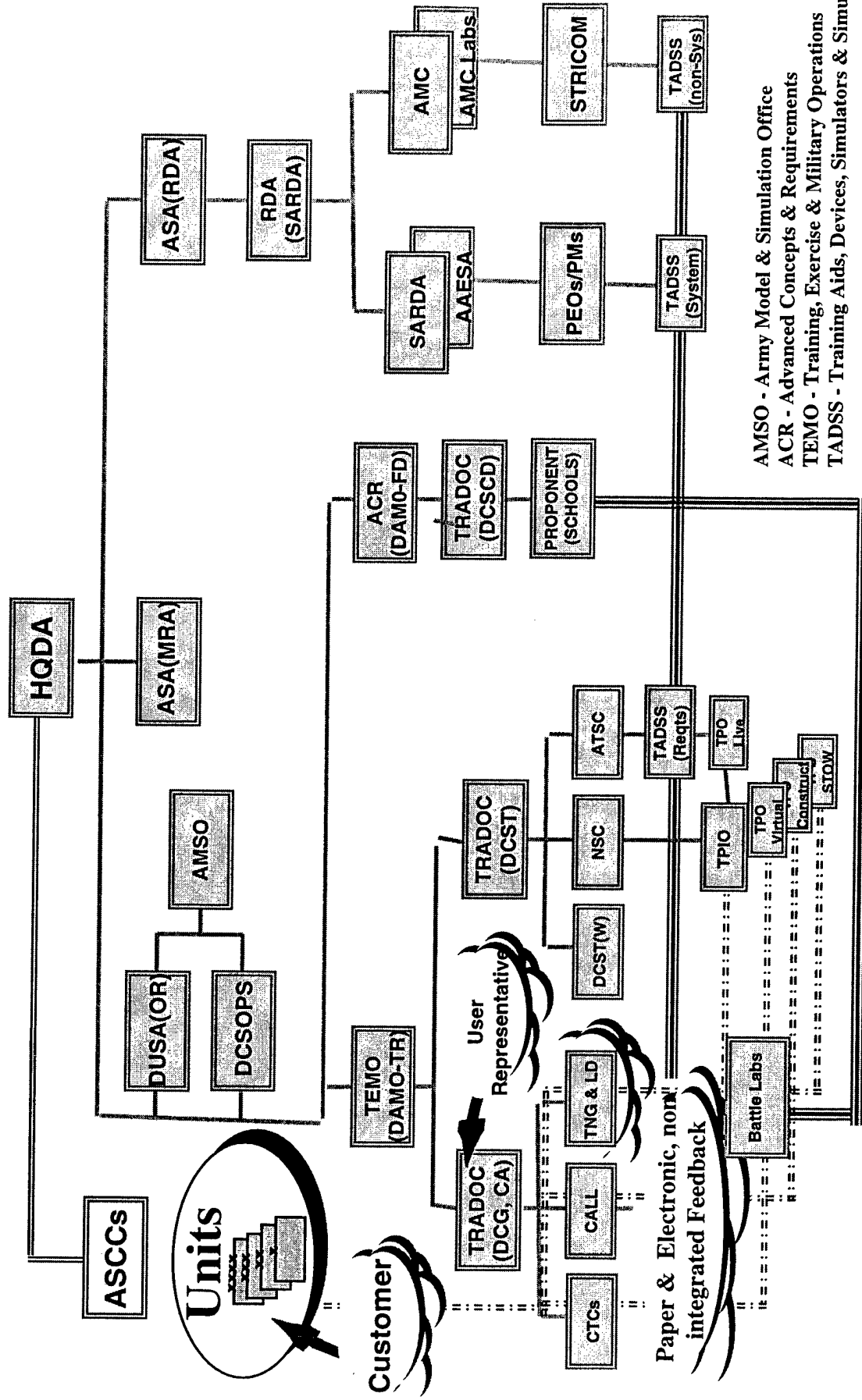
# Umbrella Conclusions

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- Establish a single SOT process owner:
  - 100-XX view - FORSCOM
  - Traditional view - TRADOC
- Establish a super GOSC to integrate and prioritize all training and SOT resources
- Consider consolidating the following
  - DCST to DCG, CAC
  - ATSC to CALL
  - NSC to STRICOM
- Restructure AC SOT for RC
- Integrate SOT feedback systems into one, responsive, customer friendly system
- Reduce number of separate ammunition management systems
- Consolidate TSC and VI Army-wide & leverage technology



# SOT Process “Stakeholders”



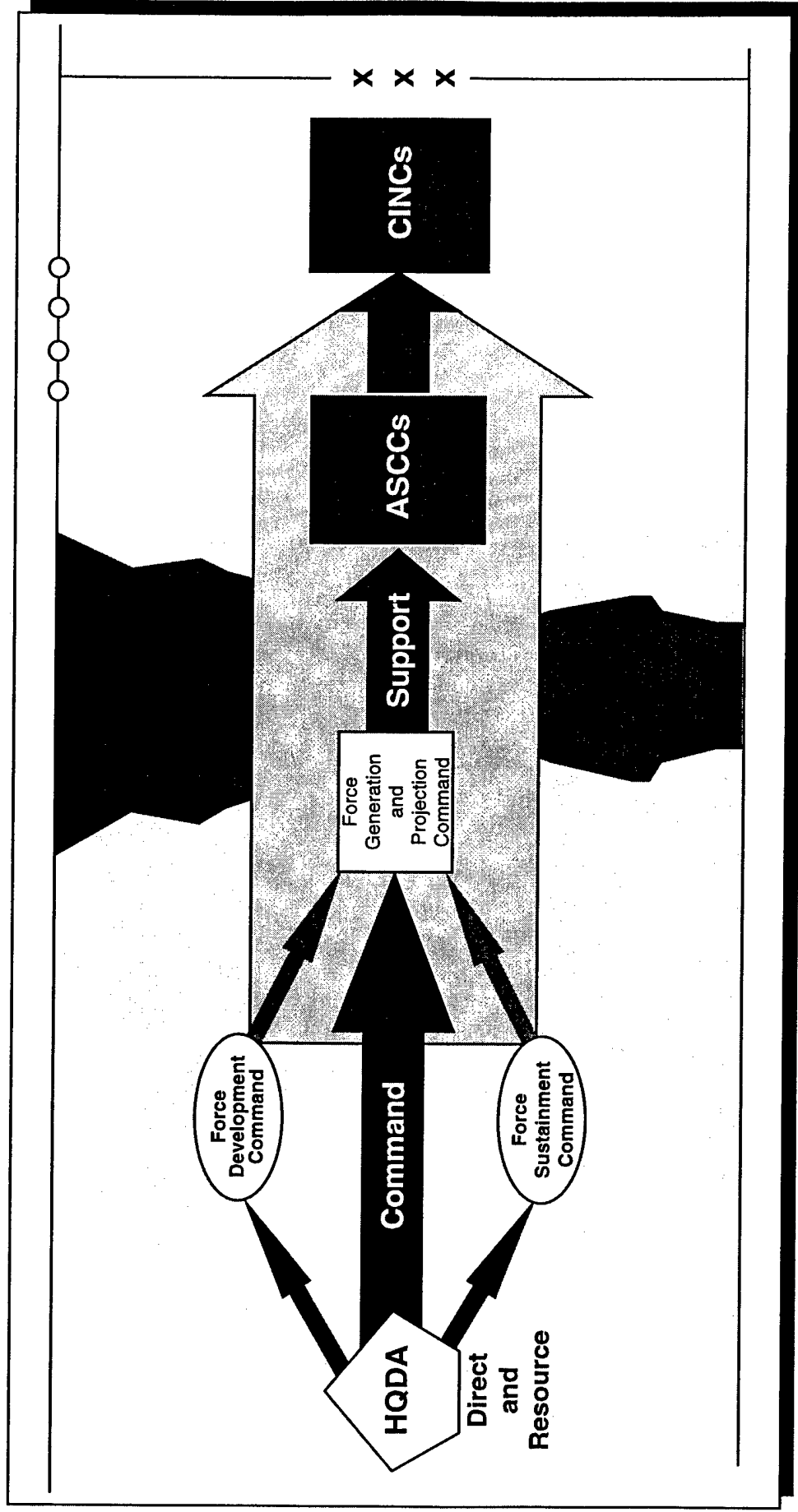
## TADSS - Training Aids, Devices, Simulators & Simulations



# Back-up Slides



# Institutional Force -- A Vision





# Institutional Army Axis Hypothesis

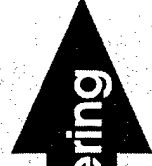
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## Fundamental “Reengineering” Hypothesis

If we understand the Institutional Army’s **core competencies** and related **processes** and the insights derived from Joint Venture we can use information age technology and management practices for **reengineering** the processes to **deduce an organization** which produces a **better product**

Process + Technology

Process Reengineering



Organization = Product



# Institutional Army Core Processes

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**Plan, Provide Direction; Obtain & Allocate Resources**

**Develop Requirements**

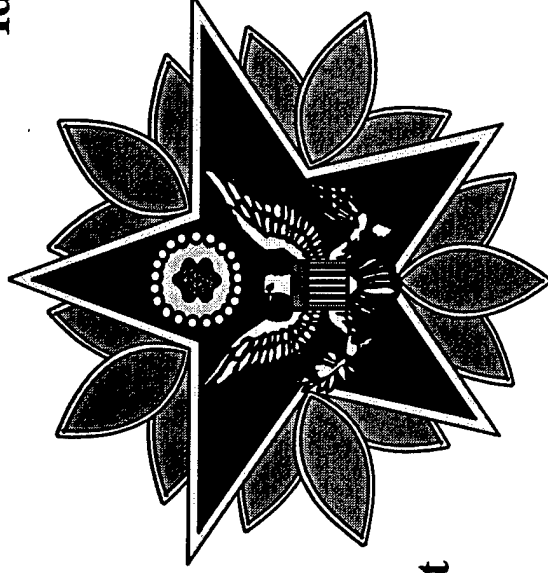
**Identify & Develop Leaders**

**Develop Doctrine**

**Acquire, Train & Sustain  
People**

**Acquire, Maintain &  
Sustain Equipment**

**Tailor, Mobilize & Project  
Land Power**



**✓ Support  
*Organizational Training***

**Manage Information**

**Acquire and Sustain Facilities**

**Manage Installations**

**Maintain & Sustain Land Operations**



# Phase I FAA Issues Relevant to SOT Process

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- **Acquire and Sustain Facilities FAA**  
Outsourcing Real Property Functions & Facilities - APPROVED
- **Manage Information FAA**  
Disposition of Non-Core IM Responsibilities - APPROVED
- **Develop Doctrine**  
TRADOC becomes single process owner for doctrine - APPROVED
- **Determine Requirements**  
Align all CD activities in TRADOC - APPROVED
- **Training Development**  
A single Army Training Management System - Study due July 97
- **Leader Development**  
TRADOC to become single Leader Development Process Owner -  
Concept Plan due October 96



# Phase II FAA Issues Relevant to SOT Process

- **Installation Management FAA**

The entire process of Installation Management and the resourcing of it impacts on the process of Support to Organizational Training. The installation is the conduit through which many of the support to organizational training resources are provided.

- Standards for “Services” to be developed
- “5th Option” for Managing Installations

- **Law Enforcement FAA**

Because of OPTEMPO concerns and the limited number of MP units, TRADOC was tasked to address the feasibility of developing Training packages to allow other type units (e.g. light infantry) to operate and perform MP functions.

- **Medical FAA**

- Blend operating (TOE) and institutional (TDA) hospitals
- Determine appropriate MACOM command and control relationship
- Consider C&S to TRADOC, et al

- **Intelligence**

- Man active component TOE personnel shortfalls with RC at 200%
- Consider INSCOM to FORSCOM



# Process Evaluation

11/15/96



# Process Proponent - FORSCOM

## “Generate & Project the Force Command”

- **FORSCOM** is proponent, but
- **HQDA**
  - DCSOPS - OPTEMPO
  - DCSOPS (FD & TR) - establish requirements
  - ASA(FMC) - resources
  - ASA(MRA) - training policy
  - DUSA(OR); ASA(RDA); DCSOPS - Modeling and Simulation
  - ASA(RDA) - acquires “system” TADSS
- **TRADOC**
  - DCST; NSC; ATSC; CTC; Proponents - set standards & evaluate
  - CTC; CALL; TRAC; Proponents - conduct feedback
- **AMC**
  - STRICOM - acquires “non-system” & some system TADSS
- **FORSCOM; USARC; USAREUR; EUSA; ARNG**
  - responsible for TOE unit readiness
  - acquire “non-system” TADSS



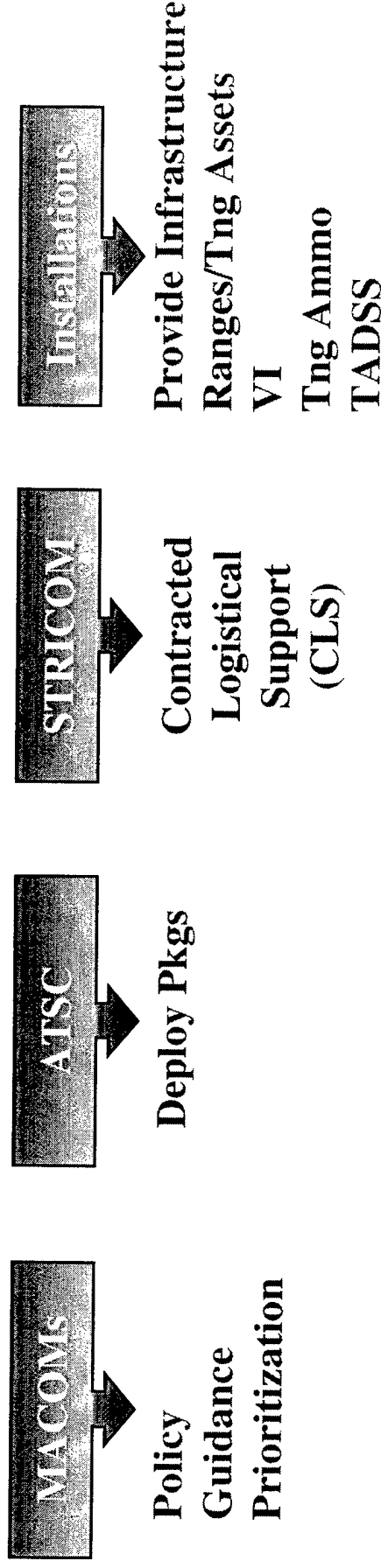
# SOT FAA bottom line up front

---

- *Multiple* training requirements processes
- Not all *requirements* task-based
- Limited *Customer* (Unit vs Proponent) input
- Limited *integrated* Lessons Learned input
- Limited life cycle *support planning*
- Lots of “*good (some old) ideas*”
  - with their own *organizations*
  - with their own *automation* systems



# Who Provides TADSS Support?



**Problem:**

- “Un-planned” CLS (Improved Moving Target Simulator (IMTS); System TADSS)
- Excess Capability exists (Ft. Hood; TWGSS)
- Have not leveraged technology (TSC) Army-wide (beyond TRADOC EMIC)
- MACOM Duplication (Ft. Bragg/Gordon TV)(being worked by MACOMs)
- Training Ammo Plan (FORSCOM, TRADOC, USARC, NGB, etc)

**Why:** Requirements Process does not focus effort  
Requirements driven by BOIP vice Tng Strategy (Needs Assessment)

**Need to Address:** Force Projection Training  
Support Plan in CINC’s OPLANS  
“TRADOC DOG concept”



# ARMY TRAINING XXI SYSTEM



**SATS does not, as programmed,  
fully support SOT  
(e.g. neither LAN nor WWW capability)**

36

**SATS is**  
a big step in the  
right direction, but

# TRADOC

PUTTING THE WAYS FOR WAR, AR, AND THE FUTURE

# ARMY TRAINING XXI CATS

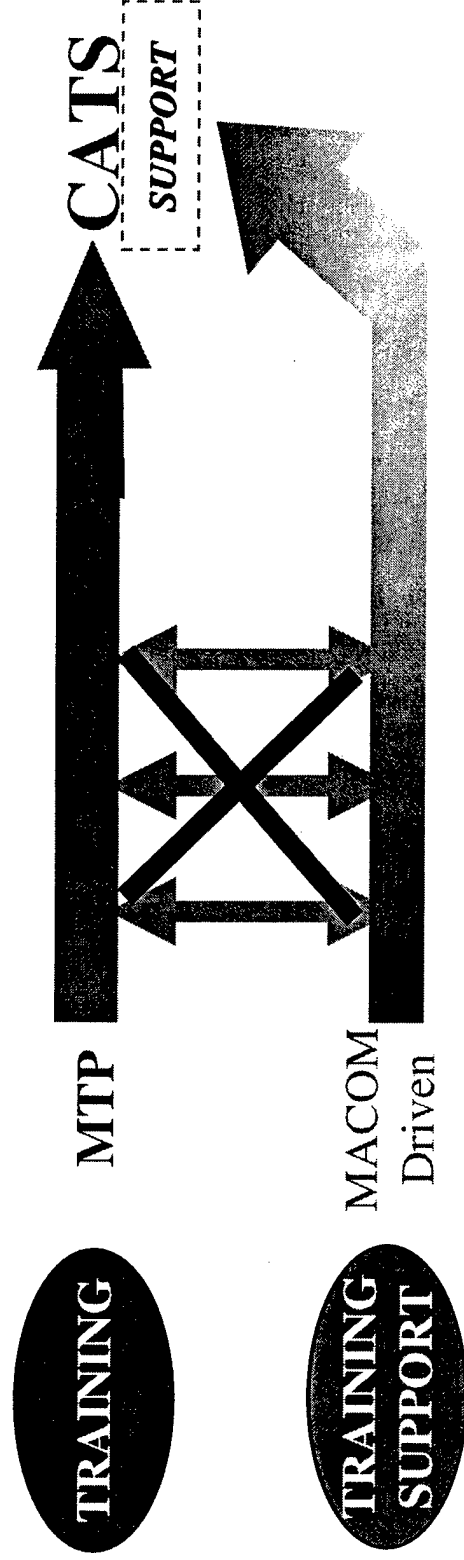




# Training -vs- Training Support Strategy

---

## LONG RANGE PLAN

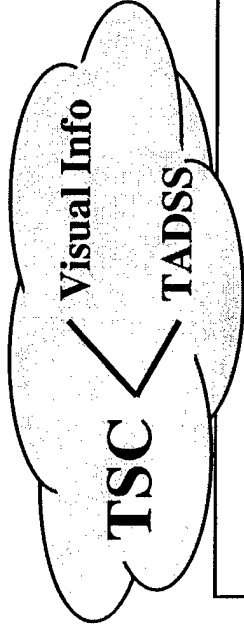


The plan to SUPPORT Army Training  
as we transition to our future training strategy  
**DOES NOT EXIST!**

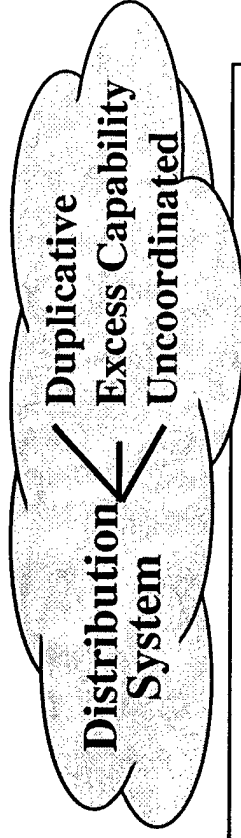


# SOT Little changed in last 10 years...

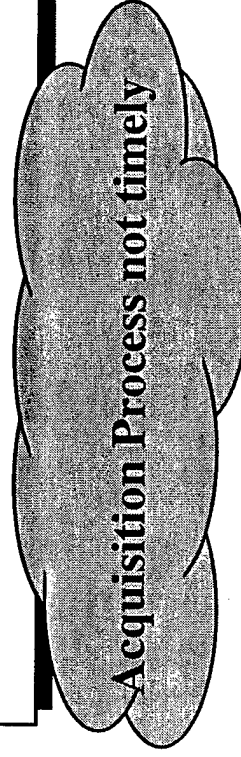
Still Done the Same Way  
[EXCEPT FORSCOM]



Still Done the Same Way



- "The reengineering of the TRADOC .... is necessary .... However, installations continue to reorganize rather than reengineer."
- "Leaders said that the overhead required to provide support for the training base is not fully considered, thereby creating a bill which is being paid by training."
- "The Concept Based Requirements System wasn't an effective vehicle for making changes in three of the five functional domains (doctrine, training, leader development)...."



Still Done the Same Way  
(but through STRICOM)

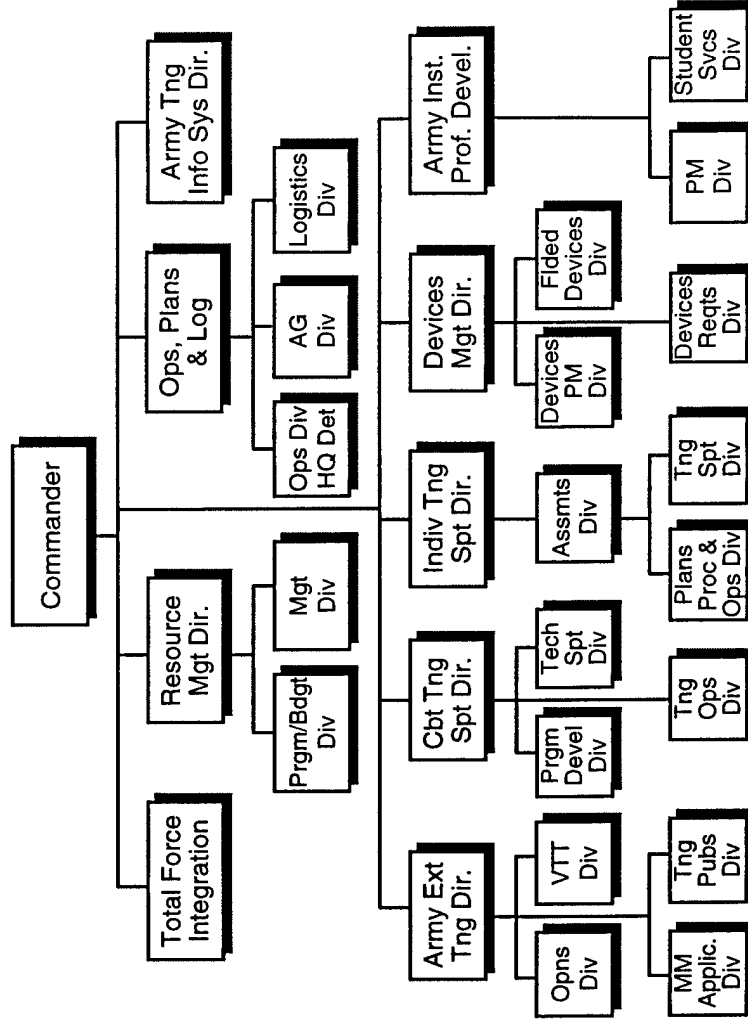
Effects negatively System  
and Non-system Training  
Acquisitions



# Army Training Support Center

Established in July 1976 as a central manager for various training programs and products developed to meet the requirements of the Army's Training System, ATSC provides centralized, efficient training support programs and services to the entire Army.

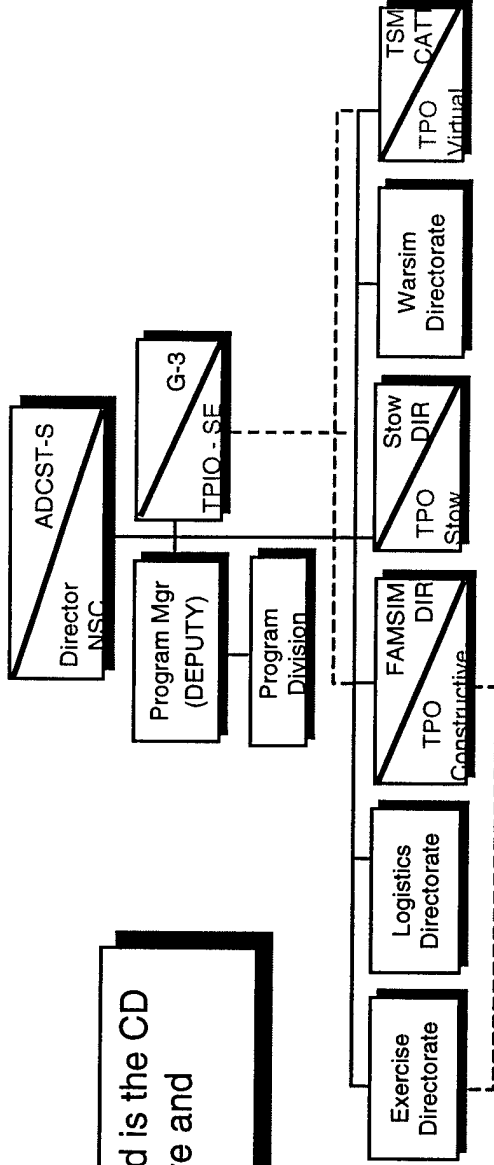
- Training Strategy Development, Land Management and Range Design to assist users with developing live fire training strategies and selects best range options to meet training requirements





# National Simulation Center

The NSC supports major Tng Ex and is the CD and Integrator of Virtual, Constructive and STOW Simulation requirements.

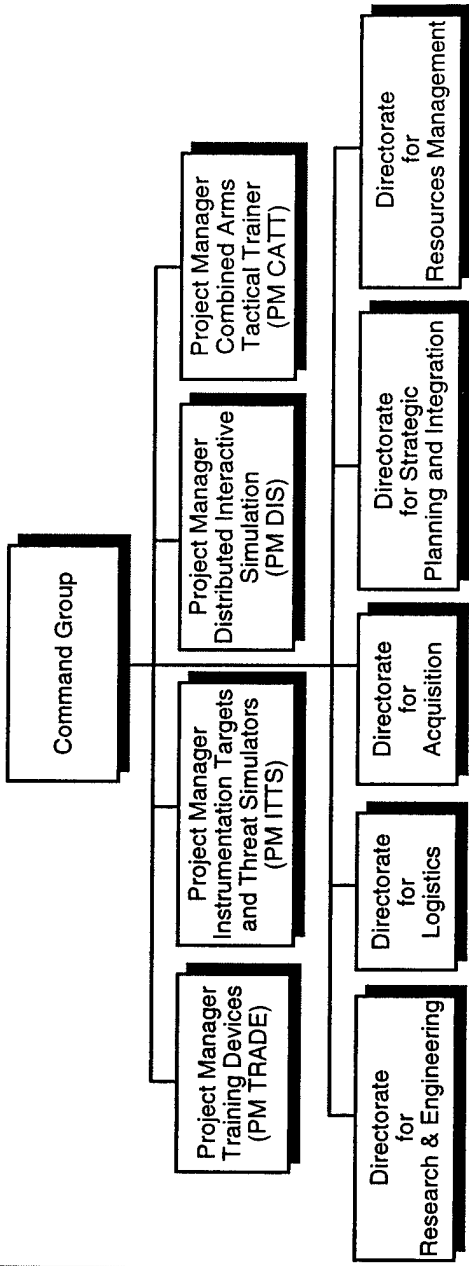


- Provides Exercise Support with Priority to BCTP Over Other Exercises.



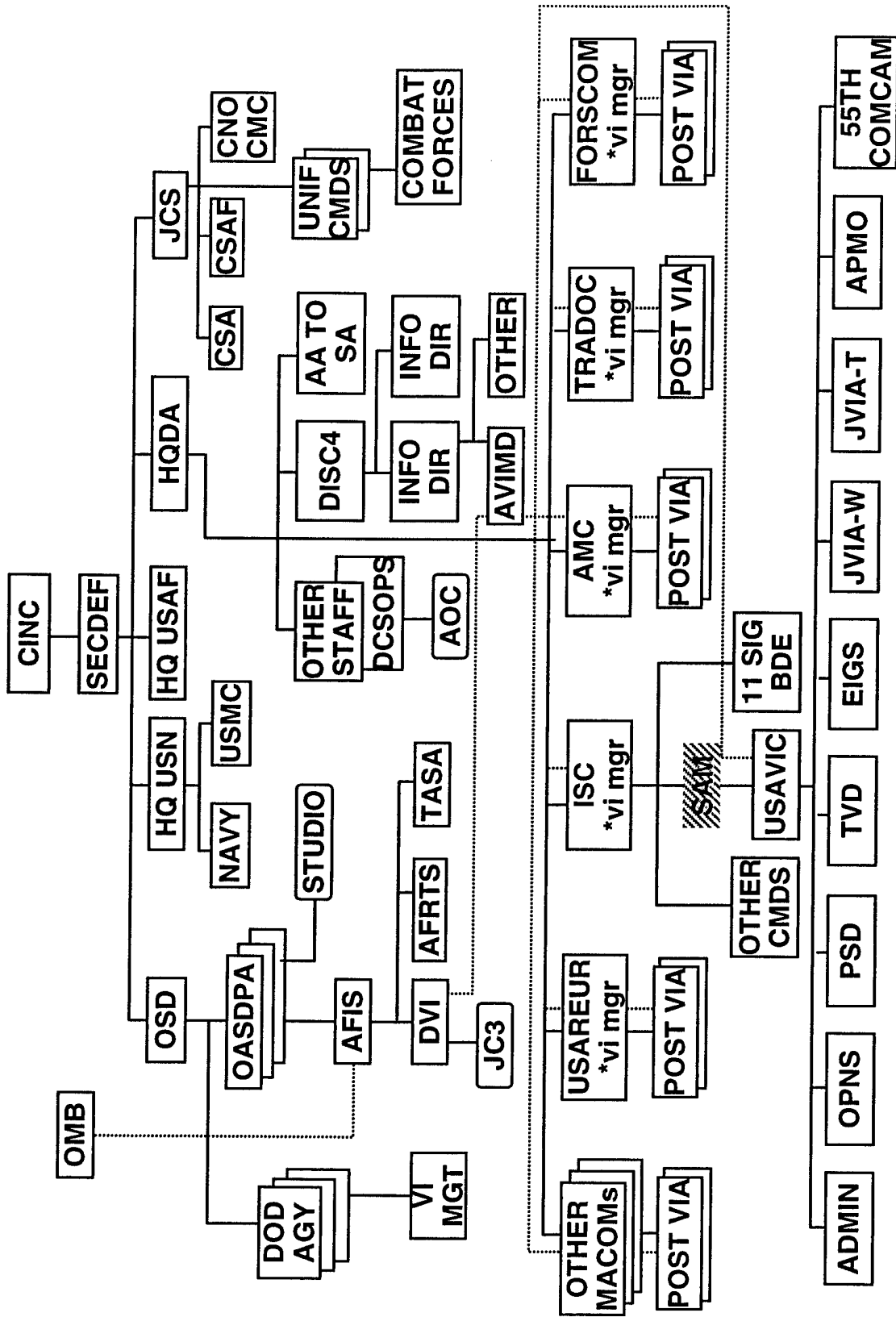
# Simulation, Training and Instrumentation Command

STRICOM provides training and test simulation, simulator, target and instrumentation products and services to develop and sustain war-fighting skills, create a synthetic environment to evaluate concepts and support requirements definition, and support materiel development and test and evaluation. STRICOM is the DoD Technical Manager for DIS and provides acquisition management and direction for the RDA and fielding of Army Training Devices, Simulations and Simulators (TDSS), and major Test Instrument, Targets and Threat Simulators (ITTS). The mission encompasses cradle to grave life cycle acquisition beginning with technology base programs and following with each phase of the acquisition process through support and disposal.





# Visual Information Management





# Responsibilities of DCG, CA

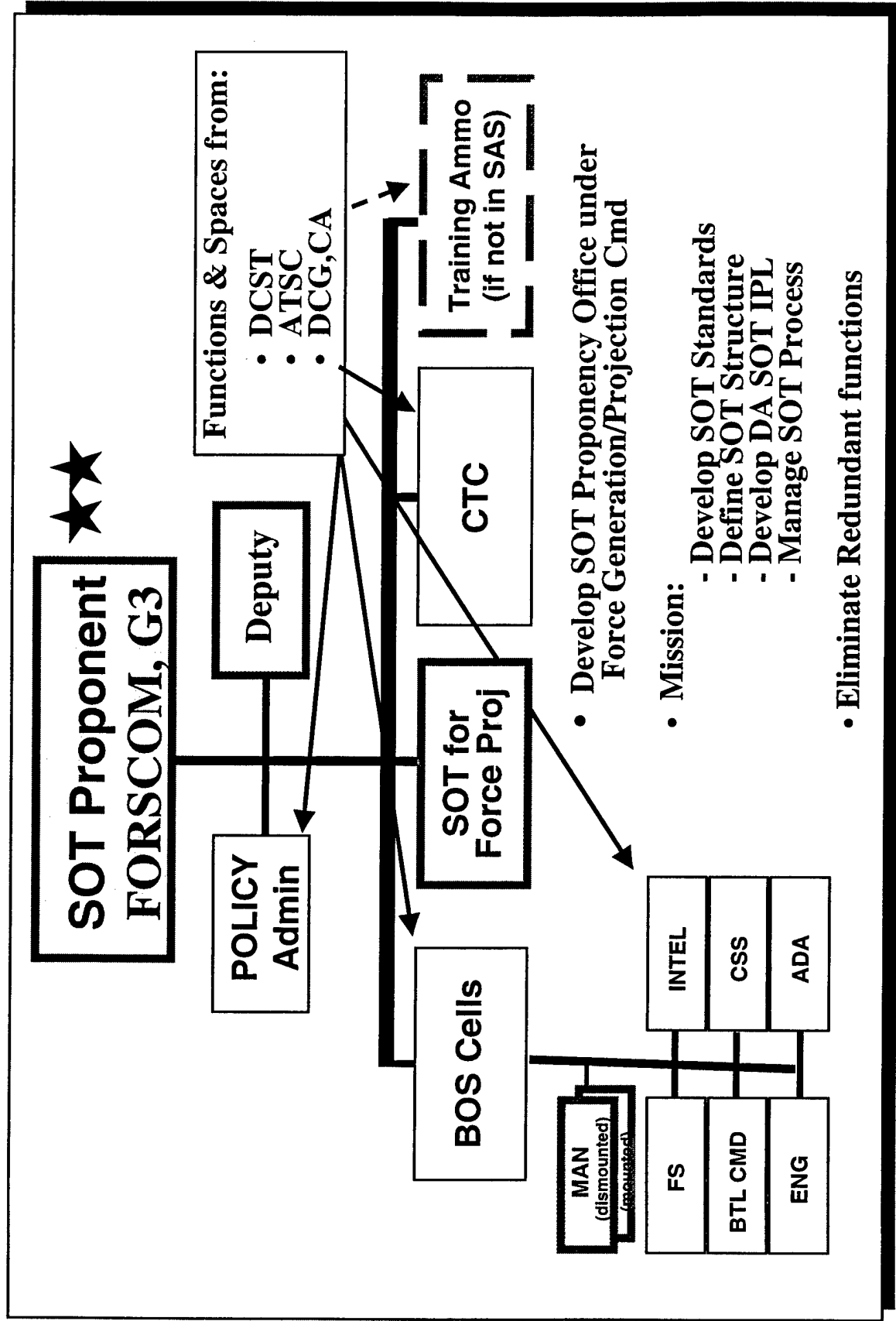
"I have broadened the training responsibilities of the DCG, CA. He will provide oversight for all day-to-day training and leader development in TRADOC -- initial entry training (IET) through the School of Advanced Military Studies (SAMS)."

Specific responsibilities of .... include, but are not limited to:

- Serving as Commandant, CGSC and the Director, Battle Command Battle Lab.
- Coordinating and integrating training and leader development at all levels and locations including:
  - All TRADOC schools and centers.
  - Sergeants Major Academy (SMA).
  - School of the Americas (SOA).
  - Combat Training Centers (CTCs).
  - New Equipment Training Teams (NETTs) and Military Training Teams (MTTs).
- Providing oversight for development of doctrine, conduct and development of training and leader development, and integration of combat developments into all TRADOC combat and combat support schools and centers.
  - ....
  - ....
- Expanding information architectures and automation to link the schoolhouse with all training audiences -- centers, schools, and tactical forces -- across the Total Army."

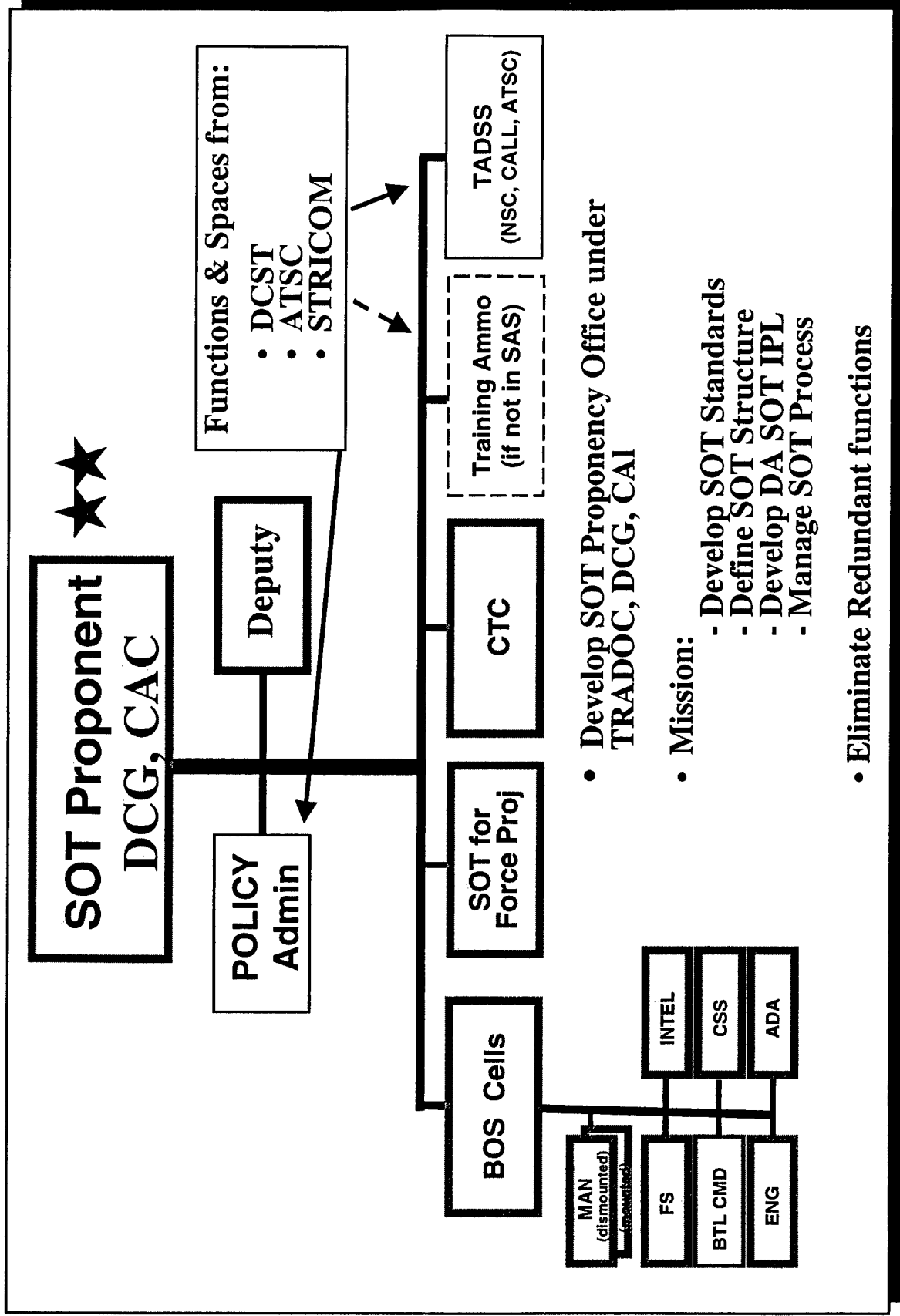


# SOT Proponent Structure - Option “A”





# SOT Proponent Structure - Option 'B'





# Support to Organizational Training

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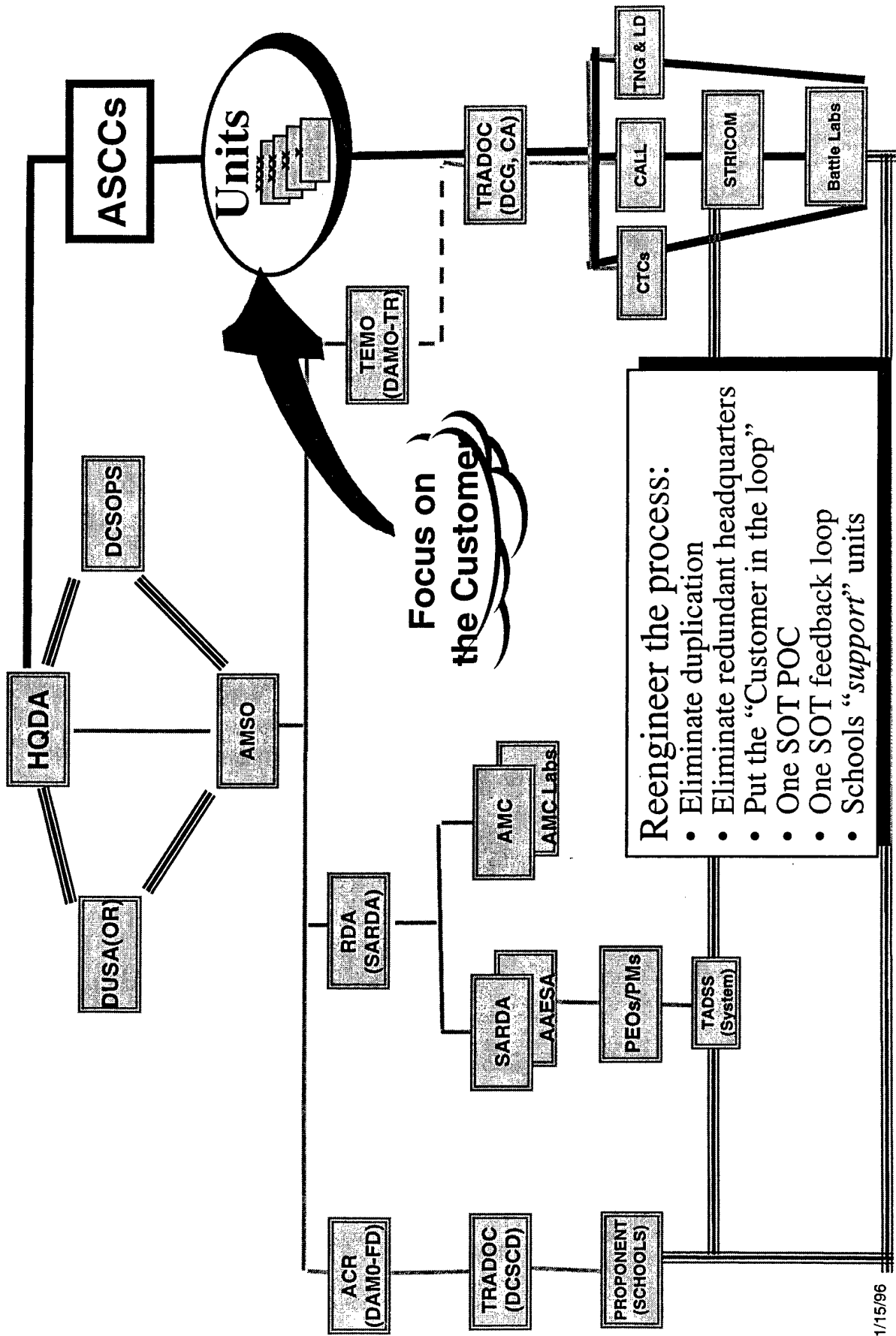
There are many organizations out there,  
but aren't coordinating SOT very well:

- Training Ranges & Facilities
- TADSS
- Training Ammunition
- CTCs

*Can some efficiencies be made  
to get more "effectiveness"?*



# Reengineer the Process - Deduce the Organization





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# ARMY FINANCIAL MANAGEMENT RESULTS OF FM REDESIGN EFFORT

for

Vice Chief of Staff, Army

and

Assistant Secretary of the Army (Manpower and Reserve Affairs)

September 5, 1997

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# Agenda

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- I Purpose
- II Background Information
- III Redesign Initiatives
- IV Total Resource Implications
- V Concluding Thoughts



# Purpose

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- Present the Financial Communities Vision for Simplifying the Financial/Resource Management Processes and Achieving Efficiencies in Operations



# Redesign Process

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- Two HQDA, MACOM, Installation Workshops
- ASA (FM&C), HQDA, MACOM RMs Workshop
- Consultant Development of Selected Issues
- Professional Development Institute Executive Session
- MACOM, HQDA written comments on Selected Issues
- Use of Multi Attribute Utility Model
- USAAA/CEAC Scrubs



# Trends in the DoD Environment

---

- NPR initiatives for outsourcing and privatization are continuing
- Executive Branch intent to continue government downsizing through personnel reductions
- QDR will be further “enhanced” by congressional task force (National Defense Panel) - focus on outsourcing and infrastructure reductions
- Army civilian end strength will be reduced from 252,000 in FY97 to 199,000 by FY05
- Need for step change rather than incremental - need bold steps - redesign initiatives provide the bold steps



# Today's Army Financial Management Environment

---

- Financial systems are old
- Financial and functional systems do not connect
- Program/budget processes are bottom-up
- Processes are labor intensive
- Not a clear definition of the roles of HQDA and MACOM/Installation
- Part of accounting has been outsourced to DFAS



# Themes for FM Redesign

---

Initiatives provide fixes to fragmented and labor intensive processes:

- Move Program/Budget details to HQDA--rely on models
- Stabilize/simplify the Execution process
- Leverage existing Information Technology (IT) to reduce redundancy and rework
- Remove workforce staffing “fences” to improve efficiencies
- Consolidate overlapping activities
- Use NPR umbrella to test/prototype Redesign Initiatives



# Base for the Redesign Study

---

- FY 1997 TAADS Personnel baseline (16060 Spaces)
- Cost factors
  - Separation cost (\$26,350)
  - Composite pay rate (\$59,560)
  - Infrastructure cost (\$5,000)



# Redesign Elements Overview

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- Maximize Information Technology
- Optimize Resource Management
- Enhance Workforce Effectiveness
- Improve Funds Management
- Provide Tools



# Maximize Information Technology

---

- Thrusts
  - Make use of existing WEB technology to obtain data from multiple disconnected financial and functional systems
- Results
  - More timely financial execution information and decisions
  - Reduced FM/RM workload



# Maximize Information Technology

---

- Provide access to databases and share information
- Integrate manpower and dollar data during PPBES
- Develop “living database”
- Develop single source data entry for FM/RM PPBES processes
- Convert to on-line financial processes
- Manage real-time review and analysis data



# Provide Access to Databases and Share Information

---

- Description:** Adjust policies and make data available to all FM/RM users from database sources containing relevant RM or performance information
- Rationale:** Improves decision-making between or among functional and FM/RM staffs, and can produce better financial products
- Impact:** Reduces rework, improves stewardship, and creates opportunities to link performance to its financial impacts

Approval Authority: ASA(FM&C)



# Integrate Manpower and Dollar Data Information Management

---

**Description:** Link manpower and financial policy guidance in a seamless information management process at HQDA

**Rationale:** Places a “stake in the ground” to formulate policy and leverage IT to pull together manpower and dollar policy management at HQDA

**Impact:** Achieves efficient and effective delivery of services, improves financial accountability and stewardship and supports modern internal processes

**Approval Authority:** ASA(FM&C)/ASA (M&RA)



# Develop “Living Database”

---

- Description:** Create a *horizontal* electronic linkage between the POM, President’s Budget, and the field’s execution data, and provide a *vertical* interaction between HQDA and the field
- Rationale:** Enables decision makers to use data in a timely and efficient manner, and provides visibility to all levels
- Impact:** Flattens and integrates the PPBES process, eliminates hand-off seams, and reduces labor intensive data calls

Approval Authority: ASA(FM&C)



# Develop Single Source Data Entry for FM/RM PPBES Processes

---

Description: Minimize data entries for transactions

Rationale: Improves accuracy and reduces labor intensive  
reconciliation actions

Impact: Reduces workload, and improves data accuracy  
and reliability

Approval Authority: ASA(FM&C)



# Convert to On-Line Financial Processes

---

**Description:** Eliminate paper by using Electronic Commerce processes for FM/RM business transactions

**Rationale:** Improves productivity and optimizes financial management processes

**Impact:** Reduces workload

**Approval Authority:** ASA(FM&C)



# Manage Real-Time Review and Analysis Data

---

- Description: Provide timely access to data for execution tracking
- Rationale: Gives decision makers at all levels access to real-time data to assess execution performance
- Impact: Reduces current review and analysis lag-time

Approval Authority: ASA(FM&C)



# Resource Implication - Maximize Information Technology

---

One Time Cost (\$M)	
Personnel Separation	+46
Initiative Implementation	+39
Steady State Savings (\$M)	-112
Steady State Spaces Saved	-1747



# Optimize Resource Management

---

- Thrusts
  - Consolidate functions and offices at HQDA and the field
  - Reduce field workload
- Results
  - More efficient operations
  - Reduce duplication and overlap



# Optimize Resource Management

---

- Integrate programming and budgeting functions
- Establish internal-Army biennial PPBES process
- Consolidate all auditors into AAA
- Complete Goldwater Nichols Act Resource Management Consolidation
- Consolidate within same location single MACOM RM Offices
- Consolidate within same location multiple MACOM RM Offices
- Outsource selected CEAC Operations



# Integrate Programming and Budgeting Functions

---

Description: Integrate program and budget functions

Rationale: Reduces duplicate guidance, eliminates seams,  
improves hand-offs, and strengthens analysis

Impact: Stabilizes schedules, consolidates guidance ,  
and enhances workforce effectiveness

Approval Authority: Outside ASA(FM&C)



# Establish Internal-Army Biennial PPBES Process

---

Description: Staff-develop all off-year Program and Budgets  
without field data calls

Rationale: Refocuses field workload to execution

Impact: Reduces workload at all levels

Approval Authority: Outside ASA(FM&C)



# Consolidate all Auditors into USAAA

---

- Description:** Consolidate all auditor 511 positions Army-wide into US Army Audit Agency
- Rationale:** Streamlines the structure and execution of the audit and internal review programs
- Impact:** Improves financial accountability, supports modern internal processes, and achieves efficient delivery of audit services

Approval Authority: Outside ASA(FM&C)



# Complete Goldwater-Nichols Act (GNA) Consolidation

---

- Description:** Finish the HQDA financial management GNA consolidations
- Rationale:** Eliminates seams and duplication of effort in separate budget offices
- Impact:** Transforms HQDA into a leaner, flatter, more focused headquarters, and improves the Army's ability to direct and resource the force

Approval Authority: Outside ASA(FM&C)



# Consolidate Same MACOM RM Offices

---

Description: Combine RM offices where *multiple RM organizations* under the same MACOM exist at the same location

Rationale: Provides opportunity at 21 Army sites to consolidate some 65 RM offices

Impact: Consolidates functions, makes them leaner, ensures flexibility, maintains adaptability, and maximizes workforce effectiveness

Approval Authority: Outside ASA(FM&C)



# Consolidate Within Same Location Multiple MACOM RM Offices

---

**Description:** Combine RM offices where multiple MACOM RM offices exist at the same location

**Rationale:** Provides opportunity at 32 Army sites to consolidate 76 RM offices

**Impact:** Consolidates functions, makes them leaner, ensures flexibility, maintains adaptability, and maximizes workforce effectiveness

**Approval Authority:** Outside ASA(FM&C)



# Outsource Selected CEAC Operations

---

**Description:** Convert some functions of CEAC to contract support or FFRDC support

**Rationale:** Places CEAC in a position to support in-house government customers on the basis of the service needed by the customer

**Impact:** Embraces GPRA and maximizes CEACs role as a service provider

**Approval Authority:** ASA(FM&C)



# Resource Implication - Optimize Resource Management

---

One Time Cost (\$M)	
Personnel Separation	+8
Initiative Implementation	+1
Steady State Savings (\$M)	-18
Steady State Spaces Saved	-283



# Enhance Workforce Effectiveness

---

- Thrusts
  - Eliminate/reduce job series in financial/resource management offices
- Results
  - Builds a new generation of “financial managers”
  - Better utilization of personnel



# Consolidate Professional Job Series Classifications

---

Description: Consolidate FM/RM job series

Rationale: Develop “Financial Managers” with multiple skills

Impact: Creates core competencies, improves analysis, and requires smaller staff

Approval Authority: Outside ASA(FM&C)



# Resource Implication - Enhance Workforce Effectiveness

---

One Time Cost (\$M)	
Personnel Separation	+10
Initiative Implementation	+57
Steady State Savings (\$M)	-25
Steady State Spaces Saved	-383



# Improve Funds Management

---

- Thrusts
  - Streamline the funds allocation and control process
  - Remove restrictions on how funds are used
- Results
  - More timely guidance to MACOM/Installation
  - More orderly execution
  - More efficient year-end/start of year operations



# Improve Funds Management

---

- Release funding letters by 1 October
- Provide annual funding targets down through installation level
- Distribute funding authority electronically
- Eliminate reprogramming restrictions to provide flexibility
- Stretch operating appropriations to two years and allow carryover
- Reduce number of funds sub-divisions
- Implement annual apportionment



# Release Funding Letters by 1 October

---

Description: Provide expected annual funding target and authority by 1 October to MACOMS

Rationale: Provides blueprint for annual spending

Impact: Allows field to maximize execution opportunities

Approval Authority: ASA(FM&C)



# Provide Annual Funding Targets Down Through Installation Level

---

Description: Provide expected annual funding target and authority to Installations

Rationale: Provides blueprint for annual spending

Impact: Allows field to maximize execution opportunities

Approval Authority: ASA(FM&C)



# Distribute Funding Authority Electronically

---

- Description: Use electronic medium throughout the funds control process
- Rationale: Eliminates paper, increases timeliness, and provides a useable audit trail
- Impact: Reduces rekeying, reduces possibility of error, and reduces workload

Approval Authority: ASA(FM&C)



# Eliminate Reprogramming Restrictions to Provide Flexibility

---

Description: Remove Army, DoD, and congressional reprogramming restrictions to provide field execution flexibility

Rationale: Improves execution

Impact: Enhances local planning and reduces paperwork

Approval Authority: ASA(FM&C) and outside ASA(FM&C)



# Stretch Operating Appropriations to Two Years and Allow Carryover

---

**Description:** Expand annual appropriations to allow two year spending with a 3% carryover

**Rationale:** Improves execution choices and increases flexibility

**Impact:** Improves spending choices at year-end and during CRAs and makes moot the annual ritual of sub-optimal closeouts

**Approval Authority:** Outside ASA(FM&C)



# Reduce Number of Funds

## Sub-Divisions

---

Description: Relax constraints on funds use

Rationale: Improves management analysis through reduction of unnecessary detail

Impact: Provides field execution flexibility

Approval Authority: ASA(FM&C)/Outside ASA(FM&C)



# Implement Annual Apportionment

---

- Description: Shift funds control from quarterly to annual apportionment
- Rationale: Allow funds distribution process to become an annual rather than a quarterly process
- Impact: Reduces paperwork, and improves execution and stewardship

Approval Authority: Outside ASA(FM&C)



# Resource Implication - Improve Funds Management

---

One Time Cost (\$M)	
Personnel Separation	+10
Initiative Implementation	+2
Steady State Savings (\$M)	-25
Steady State Spaces Saved	-392



# Provide Tools

---

- Thrusts
  - Army-wide standard business applications
  - Use of models and metrics
- Results
  - Increased efficiency in business processes
  - Reduced errors from multiple data inputs
  - Reduced MACOM/installation program and budget workload



# Provide Tools

---

- Adopt best practices for reimbursements
- Field modern business applications
- Model and develop obligation and outlay plans at HQDA
- Use metrics to predict future budgets
- Use metrics to link PPBES phases



# Adopt Best Practices for Reimbursements

---

- Description:** Implement contract-like arrangements for internal-Army reimbursable agreements
- Rationale:** Includes FM/RM in reimbursement negotiations and agreements, and subsequent financial transactions
- Impact:** Reduces functional staff workload, reduces FM/RM workload, improves timeliness of disbursements, and saves resources

Approval Authority: ASA(FM&C)



# Field Modern Business Applications

---

**Description:** Implement modern business applications to reconcile commitments, obligations, and disbursements

**Rationale:** Optimizes fragmented business processes among FM/RM and functional staffs

**Impact:** Simplifies processes that result in financial savings across the board

**Approval Authority:** ASA(FM&C)



# Model and Develop Obligation and Outlay Plans at HQDA

---

Description: Move obligation and outlay planning from field  
to HQDA

Rationale: Use historical data and models to develop  
obligation and outlay plans

Impact: Eliminates field workload

Approval Authority: ASA(FM&C)



# Use Metrics to Predict Future Budgets

---

- Description: Develop Budget estimates through models based on performance data
- Rationale: Links Budgets to existing or predicted performance
- Impact: Moves Budget development details from field to HQDA and meets GPRA requirements for performance-based budgeting

Approval Authority: ASA(FM&C)



# Use Metrics to Link PPBES Phases

---

- Description:** Develop quantifiable linkages and metrics between the PPBES phases
- Rationale:** Relates PPBES phases to one another, especially as perceived by the field
- Impact:** Enables the “living database” IT initiative and provides a better audit trail from Planning to Programming to Budgeting

Approval Authority: ASA(FM&C)



# Resource Implication - Provide Tools

---

One Time Cost (\$M)	
Personnel Separation	+2
Initiative Implementation	+7
Steady State Savings (\$M)	-4
Steady State Spaces Saved	-61



# Total Resource Implications

---

	Personnel Separation Cost(\$M)	Initiative Implementation Cost (\$M)	Steady State Savings (\$M)	Steady State Spaces
Maximize Information Technology	+46	+39	-112	-1,747
Optimize Resource Management	+8	+1	-18	-283
Enhance Workforce Effectiveness	+10	+57	-25	-383
Improve Funds Management	+10	+2	-25	-392
Provide Tools	+2	+7	-4	-61
TOTAL	+76	+106	-184	-2,866



# Concluding Thoughts

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- Initiatives developed by complete involvement of FM/RM community from installation to HQDA
- Independent review by Booz-Allen and Hamilton
- USAAA/CEAC have validated the resource implications of each initiative
- The initiatives serve as a blueprint to enhance the Army Financial Management Operations into the 21st century



# Recommendation

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- Support the inclusion of the up front redesign investment cost in the Army Program and the reallocation of the FY98 amount of \$11.42 Million